



**NORRIS  
DESIGN**  
PEOPLE + PLACEMAKING

MAY 2024

**SUMMIT SCHOOL DISTRICT**

# HOUSING MASTERPLAN





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## ACKNOWLEDGMENTS

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This master plan was made possible thanks to the valuable contributions of the Summit School District Planning team and Board of Education, as well as the thoughtful review and input provided by the SSD Facilities Committee, Hispanic Family Advisory Council, and District teachers and staff.

### DISTRICT PLANNING TEAM:

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Woody Bates, Director of Construction & Facilities  
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Chris Guarino, Board Treasurer

### SUMMIT BOARD OF EDUCATION:

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*Special thanks to the SSD Facilities Committee,  
Hispanic Family Advisory Council,  
District Teachers & Staff*





## PURPOSE

Summit School District (“District”) employees have identified a lack of affordable housing as one of the most significant challenges to living and working in Summit County. The District seeks to create a Housing Master Plan to proactively respond to this challenge, creating opportunities to more successfully recruit and retain quality employees, which in turn helps to support student success.

The SSD Housing Master Plan is intended to serve as a 5-10 year road map for the District’s employee housing efforts. The Plan will help to guide decision making for future land use decisions, creating a framework for recommended development projects, programs, and initiatives the District can pursue to address identified needs for employee housing.

The Plan includes goals, guiding principles, priority projects and programs, potential for funding and partnerships, and year by year measures of progress, and incorporates:

- Findings from the recently completed SSD Housing Needs Assessment,
- Input from District employees and stakeholders,
- Site analysis, opportunities and constraints for District-owned property,
- Facilities Master Plan findings, and
- Land use planning best practices.

Each District property studied in the Master Plan is envisioned to have further planning, feasibility analysis, and stakeholder outreach. The Plan provides a framework to guide the District’s housing work over the next 5-10 years, and is anticipated to be revised and refined as needed over time, to respond to changing housing needs and housing market conditions.

### WHY IS THE SSD CREATING A HOUSING MASTER PLAN?

SSD recognizes that access to secure and affordable housing is key to attracting and retaining quality employees, reducing stress, and improving morale.

### CURRENT ISSUES INCLUDE:

- Teacher retention, new teacher recruitment, and the affordability gap for teachers seeking housing in Summit County.
- **40% turnover rate with support staff**
- **14% turnover rate with teachers**

### The Strategic Connection between Employee Housing and Student Achievement

At Summit School District, we recognize teachers and staff’s profound impact on student success. Our initiative to develop dedicated housing solutions for educators is not just about providing accommodation—it’s a strategic effort to enhance educational outcomes. Secure housing for teachers and staff is crucial for reducing staff turnover and stabilizing our students’ learning environment. We directly invest in our students’ ability to thrive and succeed by ensuring our educators have a stable and secure living situation.

- Development of housing is all in an effort to support student success. Teachers and staff are our biggest impact on students and housing is key to lowering staff turnover rates.
- Competing employers and school districts are investing in employee housing for these same reasons. SSD housing efforts will help SSD compete with these employers, to successfully recruit and retain quality teachers and staff.

The housing master plan is intended to identify opportunities to develop housing for School District employees on School District-owned properties, and to identify opportunities to work collaboratively with the County, Towns, Summit Combined Housing Authority, Habitat for Humanity, and other community partners to maximize efficient use of taxpayer funding, leverage available resources, and achieve the greatest success.



## HOW TO USE THE PLAN

This Plan is intended to provide a road map to guide implementation of recommended development projects, programs, and initiatives the Summit County School District can pursue over the next 5-10 years to help meet the identified housing needs outlined in the 2023 SSD Housing Needs Assessment.

**“(...) teacher housing units have become one of the most effective retention strategies schools have at their disposal.”**

— *School District leaders in an interview with USA TODAY.*

“Teacher housing helps prevent educators from quitting, districts say.

**Bishop’s Jefferson Union High School District** saw its teacher shortage problem evaporate after opening a 122-unit housing complex in 2022, said Austin Worden, director of communications and staff housing. This academic year and last, the district has had no teacher vacancies for the first time in years, he said.

“Our staff housing had a huge impact on that,” Worden said.

“What we’re finding is it’s almost impossible for us to recruit and retain new staff now if we can’t offer them housing. It’s just so tight here,” said Ben Bohmfalk, chief operating officer of **Roaring Fork School District** in Colorado, which has one of the nation’s largest teacher housing programs.

Housing is “the only way you’re going to get new people,” said Trinity Davis, the founder of **Teachers Like Me**.

Bishop’s district has also implemented raises recently, he said. But despite the raises research shows the additional income was not enough to offset housing costs, said Peske, of the **National Council on Teacher Quality**.

**The salary dilemma is one of the biggest arguments for creating educator housing**, said Van Schoales, senior policy director at the Keystone Policy Center, a consulting nonprofit that released a report last year analyzing efforts to build teacher housing in the western U.S.

**“Even with some fairly dramatic increases, it’s still trailing the cost of housing** in those communities,” he said, referring to expensive housing markets in California and some communities in Colorado known for their vacation destinations. <sup>1</sup>

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(1) article, “With rising rents, some school districts are trying to find teachers affordable housing”, Claire Thornton, March 14, 2024.

# GOALS & GUIDING PRINCIPLES

## SSD HOUSING GOALS

These goals establish a clear sense of direction and purpose, serving as a compass to align efforts, resources, and strategies towards a shared vision.

### GOAL #1: HOUSING STABILITY FOR SSD STAFF

Implement measures to support and retain staff members in their existing housing by providing resources, tools, and assistance that address housing challenges.

In summary, this goal aims to achieve the following objectives:

- Establish a safety net by facilitating access to community resources, tools, programs offered by the District, and additional assistance to effectively address housing challenges.
- Alleviate the stress of housing-related problems.

### GOAL #2: NEW HOUSING OPPORTUNITIES

Focus new housing on the full range of incomes in need and for various life stages with priority placed on entry-level rentals, first-time homeownership, and middle-income earners who don't qualify for affordable housing programs but also don't have a high enough income to rent or buy market-rate homes.

In summary, this goal aims to achieve the following objectives:

- Prioritize the development of entry-level rental units, typically aimed at individuals or households with limited incomes or those just starting their housing journey.
- Emphasize the importance of promoting opportunities for first-time homeownership.
- Recognize the demand for middle-income earner housing.

## 2023 SUMMIT COUNTY AMI - 3-PERSON HH

### Priority Level

### Types of Housing

#### ENTRY LEVEL RENTALS

#### Rentals - Priced up to 80% AMI

up to \$79,840 HH Income, up to \$1,996/month

#### MODERATE INCOME RENTALS

#### Rentals - Priced 80-100% AMI

up to \$99,800 HH Income, \$2,495/month in 2023

#### FIRST TIME HOME

#### For Sale - Priced up to 100% AMI

up to \$99,800 HH Income, up to \$282,000

#### MIDDLE- INCOME RENTALS & HOME OWNERSHIP

#### Rentals - Priced above 100% AMI

over \$99,800 HH Income, over \$2,495/month

#### For Sale - Priced 100 -140% AMI

up to \$139,720 HH Income, up to \$395,000



## **HOUSING GUIDING PRINCIPLES**

These guiding principles are formulated to guide District decision-makers in shaping housing options that provide attainable, cost-effective, and secure living solutions for employees, while protecting the taxpayer's investment and nurturing the expansion and retention of the SSD workforce. These principles will guide decisions on future housing initiatives in a manner that best serves District employees and aligns with District values.

### **ALIGN WITH STAFF HOUSING NEEDS:**

Target housing programs, resources, and opportunities to align with current employee housing challenges, acknowledging that these needs will shift over time.

### **AFFORDABILITY:**

Develop housing options that are affordable (no more than 30% monthly income to housing payment) given employees' current salaries, concentrating on solutions that ensure stability and security for those facing the most housing challenges.

### **SUSTAINABLE INITIATIVES:**

Prioritize initiatives with inherent sustainability and enduring impact. Safeguard District resources to ensure that housing assets continue to benefit the community over the long term.

### **GROWTH OPPORTUNITIES:**

Integrate housing initiatives with professional, personal, and financial development opportunities, fostering employees' personal and career growth within the district.

### **LIFESTYLE:**

Offer housing choices that support employees' lifestyle preferences, respecting individual autonomy while providing suitable housing for various lifestyles and needs. Provide leasing flexibility to accommodate diverse employee needs, from short-term to long-term stays.

### **EMPLOYEE ENGAGEMENT:**

Engage with employees throughout the creation of housing policies, programs, and projects. Ensure housing initiatives are inclusive and equitable, considering diverse incomes, backgrounds, and employee needs. Maintain open communication about available housing options, application processes, and any changes to housing initiatives.

### **MASTER PLANNING STAFF-CENTERED GUIDING PRINCIPLES:**

- Summit School District will strive to attract and retain diverse and quality staff that reflects its community.
- Summit School District will shape opportunities that provide attainable, cost-effective, and secure living solutions for employees.



## HOUSING MASTER PLAN GOALS

The following five goals were also developed specifically to guide the SSD Housing Master Planning effort, which focuses primarily on helping SSD to understand the available opportunities to develop housing for SSD employees on lands owned by the District.

### GOALS:

1. Develop a plan to meet identified housing needs for Summit School District employees, providing both rental and home ownership opportunities.
2. Develop housing options that are affordable (no more than 30% monthly income to housing payment), with amenities, access to trails, etc.
3. Ensure the Housing Master Plan works within the larger Facilities Master Plan.
4. Draw on successful examples from other school districts (e.g., Eagle, Roaring Fork).
5. Create a plan that is economically viable and can be implemented. This includes maximizing the efficient use of SSD land and resources.

### KEY THEMES:

The following key themes have also been identified to guide SSD's employee housing efforts. These themes acknowledge that strategies to provide employee housing for SSD employees will be most effective and cost-efficient, if implemented collaboratively with the towns, County and other community partners, and if community and resident input is appropriately incorporated into housing neighborhood design, to achieve sustainable, livable neighborhoods, which are well integrated into the larger community.

## CULTURALLY RESPONSIVE SOLUTIONS

- Integrate future resident input into community plans.
- Consider amenities, transit access, etc. when developing community plans and potential development areas.

## PARTNERSHIPS

- Other agencies in the County have expertise and resources that can help support implementation of Summit School District's housing goals. The District plans to pursue partnerships for development of employee housing and other housing program initiatives, in order to make the most efficient use of the District's resources.
- The District will strive to bring the community together and work collaboratively with community partner agencies to address housing needs.
- Potential Partners to engage in various aspects of SSD's Housing Master Plan implementation are shown in the adjacent table:



## STRATEGIC HOUSING PARTNERS

### Potential Partners

### Best Partnership Opportunities

#### Local Governments

Housing development partnerships on District-owned properties or Town/County-owned lands, land trades, tap fees, leveraging SSD funding with local government housing funds, providing ownership housing opportunities for District employees on non-District owned properties, technical assistance with development process, water rights

#### Summit Combined Housing Authority

Technical assistance, experience with deed restrictions, managing housing applications and lotteries, homebuyer and tenant education, downpayment assistance, Housing Helps program, housing data and resources

#### Habitat for Humanity

Homeownership opportunities for District employees

#### Private Sector Developers

Housing development partnerships, including development of for rent and for sale housing. These partnerships could occur on District owned properties or developer owned properties.

#### Other Large Employers

Other large employers in Summit County include the local governments, ski areas, health care providers, Colorado Mountain College, and Breckenridge Grand Vacations. Partnership opportunities with other large employers include collaborating on housing site development, building or unit purchase, master leasing apartments for employees, co-developing employee housing programs and initiatives, and sharing data and resources on effective employee housing strategies.

#### Lenders and Realtors

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

#### Contractors

Partnering to reduce labor costs through partnerships with local contractors and student internships. This could involve a partnering opportunity through the District's CTE pathway for skilled trades.



# BACKGROUND

A Summit School District Housing Needs Assessment was completed in September 2023 by Western Spaces, LLC identifying SSD's housing challenges, needs and opportunities, which are summarized in the section below.

## SSD HOUSING CHALLENGES

### EMPLOYEE COST BURDEN:

- Approximately 45% of District employees are “cost burdened” by excessive housing expenses related to income.
- “Cost burdened” is defined as spending more than 30% of household income on a rent or mortgage payment.

### RECRUITMENT AND RETENTION:

- Employee housing is vital to employee recruitment and retention.
- Potential employees have declined positions once they began to research housing options.
- Survey results show approximately 48% of employees are considering leaving employment in part because of the high cost of housing.
- Support staff positions have been particularly hard to fill. Support staff are particularly cost burdened and have a 38% turnover rate.

### HOUSING INSTABILITY:

#### RENTALS

Renters find it hard to afford escalating rents or save money to purchase a home.

#### HOME OWNERSHIP

There is a growing gap between home sale prices and employee's affordability.

## MEETING THE GOAL OF 172 UNITS

Based on estimated catch-up (existing needs) and keep-up (future needs), approximately 172 housing units are needed by 2028. This includes the following estimated housing needs.

### ESTIMATED HOUSING NEEDS:

#### CURRENT NEEDS

- 101 housing units

#### PROJECTED NEEDS BY 2028

- 172 housing units
- 68% rental / 32% home ownership

Both affordable rental and ownership housing are needed, with an estimated need for 68% rental housing and 32% ownership housing.

- Rental housing could assist in recruiting and retaining employees in the first 1-5 years of their careers.
- Homeownership opportunities could assist employees seeking to make a longer-term commitment to the community.

### OWNERSHIP HOUSING NEEDS:

- There is demand for ownership opportunities between 80% - 140% AMI.
- Ownership housing should be primarily single-family, duplex and townhome-style attached units with garages.
- Primarily 2- and 3-bedroom homes are needed.
- Desired amenities include dedicated parking, pet friendly, garages, storage, energy efficiency, and yard space.



## RENTAL HOUSING NEEDS:

- More rentals are needed – low income, just under market and market-rate.
- New rentals for employees should be mostly priced between \$1,200 - \$1,500 per month for households earning up to \$59,880 per year (about 50-60% AMI).
- There is also a shortage of rentals priced between about \$2,000 and \$2,500 per month. These would be affordable for households earning about 100% AMI.
- Renters need 1-, 2- and 3-bedroom units.
- Desired unit features include a private bedroom, private bathroom, full kitchen, in-unit laundry, parking, storage, and pet friendly.

## SSD HOUSING OPPORTUNITIES:

### RESOURCES:

The District has a variety of resources, including land that could be developed, traded or sold to further housing goals.

### PARTNERSHIPS:

There are a number of willing and capable partners who can assist the District in building and managing housing or in offering other housing assistance programs, such as down-payment assistance, repairs and renovations.

### EMPLOYEE SUPPORT:

Survey results show employees strongly support the District's investment of resources in housing programs and opportunities for employees. Overall, nearly 68% are very or somewhat supportive. 17% are neutral, suggesting the need for additional information on what the District might implement.

## ASSUMPTIONS & UNITS NEEDED

### CATCH-UP | EXISTING NEEDS

COST BURDEN (UP TO 100% AMI)	56
OVERCROWDING	7
IN-COMMUTERS	27
FUNCTIONAL MARKET	11
TOTAL CATCH UP	101

### KEEP-UP | FUTURE NEEDS

RETIRING EMPLOYEES	71
TOTAL KEEP UP	71

TOTAL HOUSING UNITS NEEDED THROUGH 2028	172
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## SUMMARY OF HOUSING NEEDS BY OWN/RENT

THRU 2028	% OF UNITS	# UNITS
OWNERSHIP	32%	55
RENTAL	68%	117
TOTAL	100%	172

# COUNTY-WIDE HOUSING CONTEXT

## TWO QUESTIONS BEING ASKED BY THE COMMUNITY ARE:

1. Would SSD employee salary increases alleviate SSD housing challenges?
2. Why is SSD working to provide employee housing for our own employees when the Towns and County are already working to provide housing for the local workforce?

In response to these questions, the following information is provided to help frame the countywide housing challenges and the reasons SSD is taking a proactive role to address the identified housing needs for our own employees.

1. Affordability Gap - The affordability gap (i.e., the gap between housing costs and incomes) is too large to bridge with salary increases alone.
2. Supply vs. Demand - The demand for affordable workforce housing in Summit County far exceeds the current supply and the ability of the Towns and County to provide new housing opportunities. This is a community-wide crisis and requires everyone to do our part, including large employers helping to provide housing for their own employees. Local governments, ski areas and other large

employers throughout Summit County are working collaboratively to address this problem, and partnerships are needed to effectively leverage resources and urgently deliver much-needed housing to support the local workforce.

## SUMMIT COUNTY HOUSING NEEDS ASSESSMENT, 2023

### PRIMARY FINDINGS FROM AFFORDABILITY ANALYSIS:

#### AFFORDABILITY GAP

Median home prices in Summit County and the annual salary needed to afford to purchase a home.

- The price of a single family home has risen 86% since 2018. As of 2022, the down payment needed to buy a single family home was \$383,000.
- Homeownership is out-of-reach for the vast majority of renters for all housing types.
  - The median-valued single-family home requires an income of \$456,183.
  - Townhomes require an income of \$304,230.
  - A multifamily (condominium) unit requires an income of \$207,786.<sup>1</sup>

**FIGURE III-9. MEDIAN HOME VALUE BY TYPE, 2023**

	Single family Detached	Townhome	Du- to Sixplex	Large Multifamily	Manufactured/ Mobile home
Breckenridge	\$2,867,300	\$1,366,850	\$1,962,900	\$893,000	
Dillon	\$1,401,700	\$994,900	\$1,620,000	\$883,200	
Frisco	\$1,830,200	\$1,164,600	\$1,407,600	\$844,600	
Silverthorne	\$1,660,250	\$1,218,200	\$948,500	\$657,500	
Unincorporated County	\$1,504,900	\$1,006,100	\$1,135,400	\$693,100	\$107,600
Summit County overall	\$1,687,200	\$1,125,200	\$1,248,100	\$768,500	\$107,650
Lower Blue	\$1,519,800	\$993,600	\$1,041,950	\$678,100	
Snake River	\$1,379,950	\$1,088,500	\$1,034,000	\$729,850	\$128,400
Upper Blue	\$1,880,300	\$1,244,100	\$1,817,000	\$871,900	\$85,200
Ten Mile	\$1,859,850	\$1,209,200	\$1,420,550	\$800,850	

(1) Source: County Assessor Data, 2023. Calculations assume a 30-year mortgage, 7% interest rate, 20% down payment, and an additional 27% of the mortgage payment for HOA fees, utilities, and taxes.

### CURRENT RENT COSTS:

- The median rent for studios and 1-bedrooms was \$2,300 per month, requiring an annual income of \$92,000, which is high for a one-person household yet possible for a two-person household. One-bedroom units, which could accommodate two renters, were more commonly listed than studios.
- Two bedrooms rented for \$3,100 per month. These were the most common type of listing.
- Median rents for 3- and 4-bedroom and larger units were \$4,500 to \$6,350.

Overall in the county, only 36% of rental units listed accepted pets, which is another barrier to securing rental housing for employees who own pets.

### SUPPLY VS. DEMAND

The 2023 Summit County Housing Needs Assessment identified a need for up to 1,865 affordable workforce housing for-sale units as well as 2,214 affordable housing rental units, Countywide by 2028. The current supply of deed-restricted housing is not able to meet the total demand.

New County and Town housing projects are filling quickly, with demand far exceeding the number of new units available for sale and for rent.

### EXAMPLES:

- The Larkspur – 52 rental apartments (studios, 1BD and 2BD) - over 1,000 lottery applications for 52 apartments
- Stables Village, Phase 1B – 22 ownership units (single-family, duplex and townhomes) – over 510 lottery entries for 36 units
- Nellie’s Neighborhood – 14 ownership units (1BD and 2BD single-family cabins) – 439 applications for 14 units
- As a temporary housing solution, local governments have been converting existing hotels into rental housing for the local workforce, and all of these properties are currently filled to capacity.

**FIGURE III-5. MEDIAN RENT OF UNITS AVAILABLE<sup>2</sup>**  
FOR LONG TERM RENTAL, BY SIZE, PER BEDROOM, & SQFT,  
MARCH – JUNE 2023

Location of Listing	Studio - 1 bed	2 bed	3 bed	4+ bed	Rent per Bedroom	Rent per Sq Ft	% Accept Pets
Breckenridge	\$2,450	\$3,150	\$4,525	\$7,098	\$1,750	\$3.28	44%
Dillon	\$2,300	\$2,500	\$4,000	\$5,000	\$1,775	\$3.23	24%
Frisco	\$2,825	\$3,500	\$5,000	\$4,800	\$1,750	\$3.33	30%
Silverthorne	\$2,000	\$3,000	\$4,200	\$6,500	\$1,500	\$2.73	36%
All Summit County	\$2,300	\$3,100	\$4,500	\$6,350	\$1,667	\$3.16	36%



(2) Source: Root Policy Research and online rental listing services active in Summit County



## PHASE No.1

# PROPERTY ANALYSIS

## PHASE No.2

# COMMUNITY ENGAGEMENT & CONCEPTUAL DESIGN

## PHASE No.3

# MASTER PLAN

## PLANNING PROCESS

### PHASE 1:

#### PROPERTY ANALYSIS - JANUARY 2024

The property analysis evaluated information such as:

1. **Available land area for housing**
  - a. Land not needed for other School District uses
  - b. Land free of significant development constraints, including wetlands and steep slopes
  - c. Land efficiency  
(# of housing units per acre)

Maximizing the efficient use of land is a key goal of the housing master plan. Given the high land values in Summit County, land is one of SSD's most valuable resources and should be used as efficiently as possible.

2. **Availability of necessary infrastructure and utilities**
  - a. Proximity of necessary infrastructure and utilities
  - b. Estimated infrastructure and construction costs
3. **Multi-modal transportation access**
  - a. Road access
  - b. Transit access
  - c. Trail access, pedestrian and bicycle connectivity
  - d. Automobile not required for transportation accessibility
4. **Proximity to towns and employment centers**
5. **Neighborhood compatibility**
  - a. Compatibility with adjacent land uses, housing types and residential densities
  - b. Buffering / screening from adjacent School District uses, and adjacent roads and properties
6. **Opportunities to create a quality residential community on the site**
  - a. Percentage of the SSD housing need able to be met on the site

## **PHASE 2:**

### **COMMUNITY ENGAGEMENT & CONCEPTUAL DESIGN - FEBRUARY - MARCH 2024**

During February and March 2024, extensive community and stakeholder outreach was conducted to inform the community about the SSD Housing Master Plan project and gather input to help guide development of the Plan. Community and stakeholder outreach included:

- Focus group meetings with District employees
- All-employee emails to District employees, and an employee survey
- Facilities Committee Meetings
- Hispanic Family Advisory Council Discussions
- A Community Open House held on February 28th at Summit Middle School to present information on the Housing Master Plan and the larger SSD Facilities Master Plan to the community and solicit feedback and input

### **MARCH 2024 - CONCEPTUAL DESIGN**

#### **BOARD OF EDUCATION MEETING – MARCH 7**

- Presented property analysis and community input summary
- Gathered board input / direction to inform conceptual design

#### **CONCEPTUAL DESIGN**

- Developed conceptual site plans for 3 prioritized properties
- Conceptual site plans include:
  - a. Home types & quantities
  - b. Access & parking
  - c. Open space, parks & trails

## **PHASE 3:**

### **MASTER PLAN - APRIL - MAY 2024**

Combined all materials into one Master Plan document

- Board of Education Meeting – May 16
- Presented final draft of Master Plan
- Final Master Plan – complete in May 2024

# COMMUNITY & STAKEHOLDER INPUT SUMMARY:

Following is a summary of the key input received, which has been used to inform and guide the recommendations outlined in the SSD Housing Master Plan. Overall community input indicated that SSD employee housing is a high priority and SSD should prioritize efforts to provide affordable housing for District teachers and staff as soon as possible. The following input was received on the priority sites identified for potential housing development.

## PREFERRED SITES:

1. Summit Education Center / Old Silverthorne Elementary
2. McCain Property
3. Summit High School

The Old Silverthorne Elementary and McCain properties are preferred sites because they provide teachers/staff with the following benefits:

- Separation between home and school/ workplace
- In-town living opportunities close to town services, transit, other housing neighborhoods, etc.

The Summit High School property is also a great housing site but will be challenging for employees who do not own a car.

## RECOMMENDED PLANNING CONSIDERATIONS:

1. Long term rental housing is a priority.
2. Pet friendly rental and ownership housing are needed.
3. Need to provide enough parking, especially if not in town.
4. Look at the cost of building and build in the most economical way possible.

## SUMMIT EDUCATION CENTER / OLD SILVERTHORNE ELEMENTARY

- This site received the most employee and community support.
- Housing on this site will provide teachers/staff with the following benefits:
  - Separation between home and school/ workplace
  - In-town living opportunities close to town services, transit, other housing neighborhoods, etc.
- There is an opportunity to provide a diverse mix of housing types on this site to meet a broad range of the identified SSD housing needs.
- This site offers the most cost-efficient development opportunity.
- The cost of living in Silverthorne is less than in Breckenridge, which is preferred for lower income rental housing.
- The soccer field is important to maintain on the Summit Education Center property as an important recreational amenity for the neighborhood and the larger community.
- The trails on the west side of the property are also important to preserve.

## MCCAIN PROPERTY

- Consider leaving some land open for future school needs.

## SUMMIT HIGH SCHOOL

- Reserve the land east of the identified housing site for athletic facilities.
- Engage CDOT regarding traffic planning for northbound Highway 9 access.



### **DISTRICT EMPLOYEES REQUEST SSD ASSISTANCE MEETING URGENT HOUSING NEEDS:**

- 30 – 40 employees urgently need to find housing right now
- SSD employees request information from SSD leadership on any housing strategies and housing assistance that is currently available today or in the immediate / near term. Please communicate any housing assistance available at this time to all SSD employees.

### **EMPLOYEE SURVEY INPUT RESULTS**

An informational presentation and employee survey were distributed to all SSD employees to inform all employees of the housing master planning effort and gather their input to inform the plan. A total of 121 survey responses were received (including 115 English and 6 Spanish surveys). A summary of the key employee input is provided below.

Most respondents (76%) are either supportive or potentially supportive (with additional information), of SSD developing housing for employees on District-owned properties.

### **THE FOLLOWING SITES ARE PREFERRED FOR EMPLOYEE HOUSING DEVELOPMENT:**

1. Summit Education Center / Old Silverthorne Elementary
2. Summit High School
3. McCain Property

A mix of rental and ownership housing opportunities are desired.

A diverse mix of housing types are desired, including single family homes, duplexes, townhomes, condominiums, and apartments.

### **DESIRED AMENITIES INCLUDE:**

- Adequate parking and storage space
- Close to town / walkable
- Transit access
- Neighborhood parks and open space
- Trail connections
- Pet friendly
- In-unit washer/dryer

EMPLOYEE SURVEY RESULTS  
AVAILABLE IN THE APPENDIX

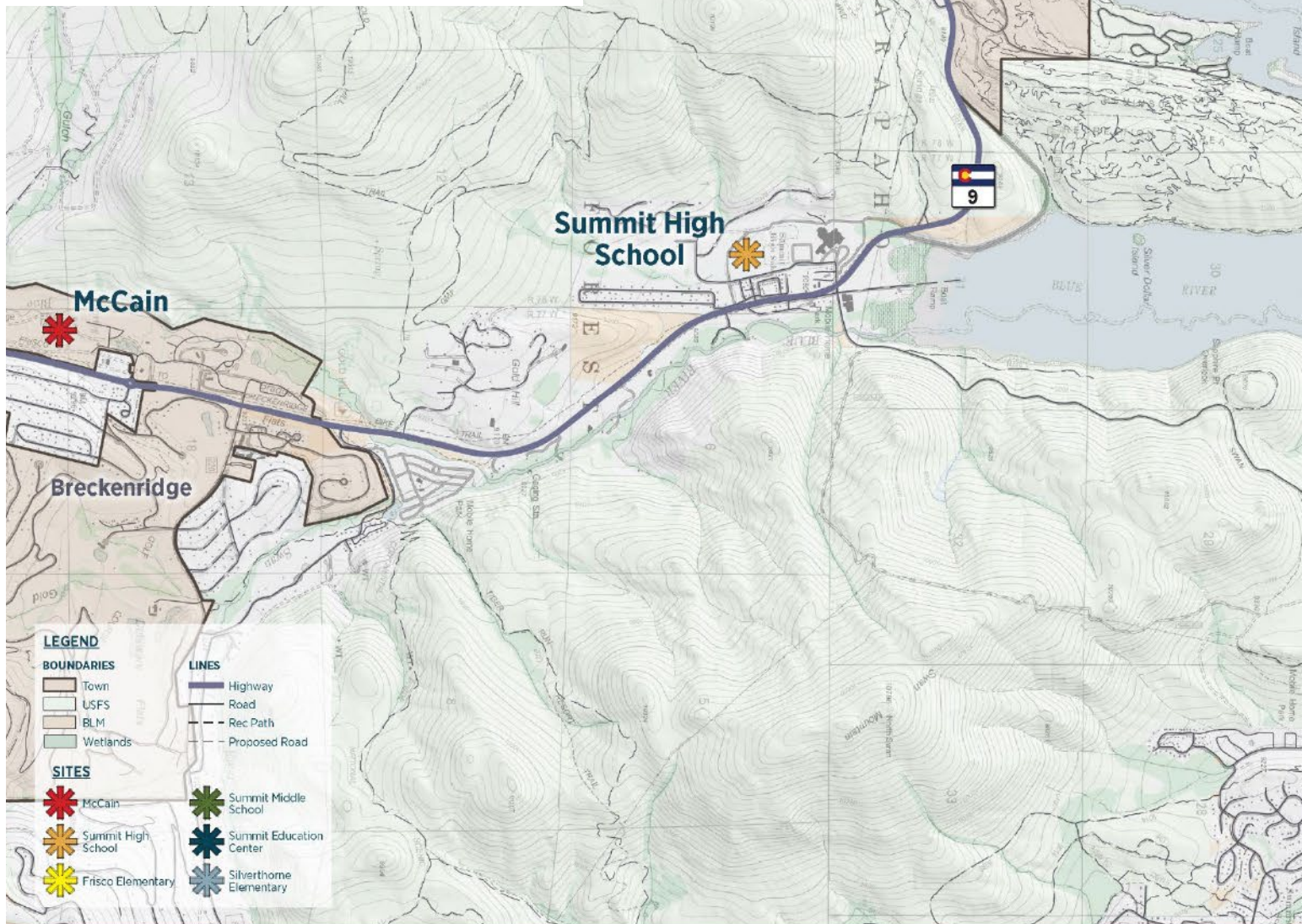
**121 RESPONSES**

## OPPORTUNITY SITES

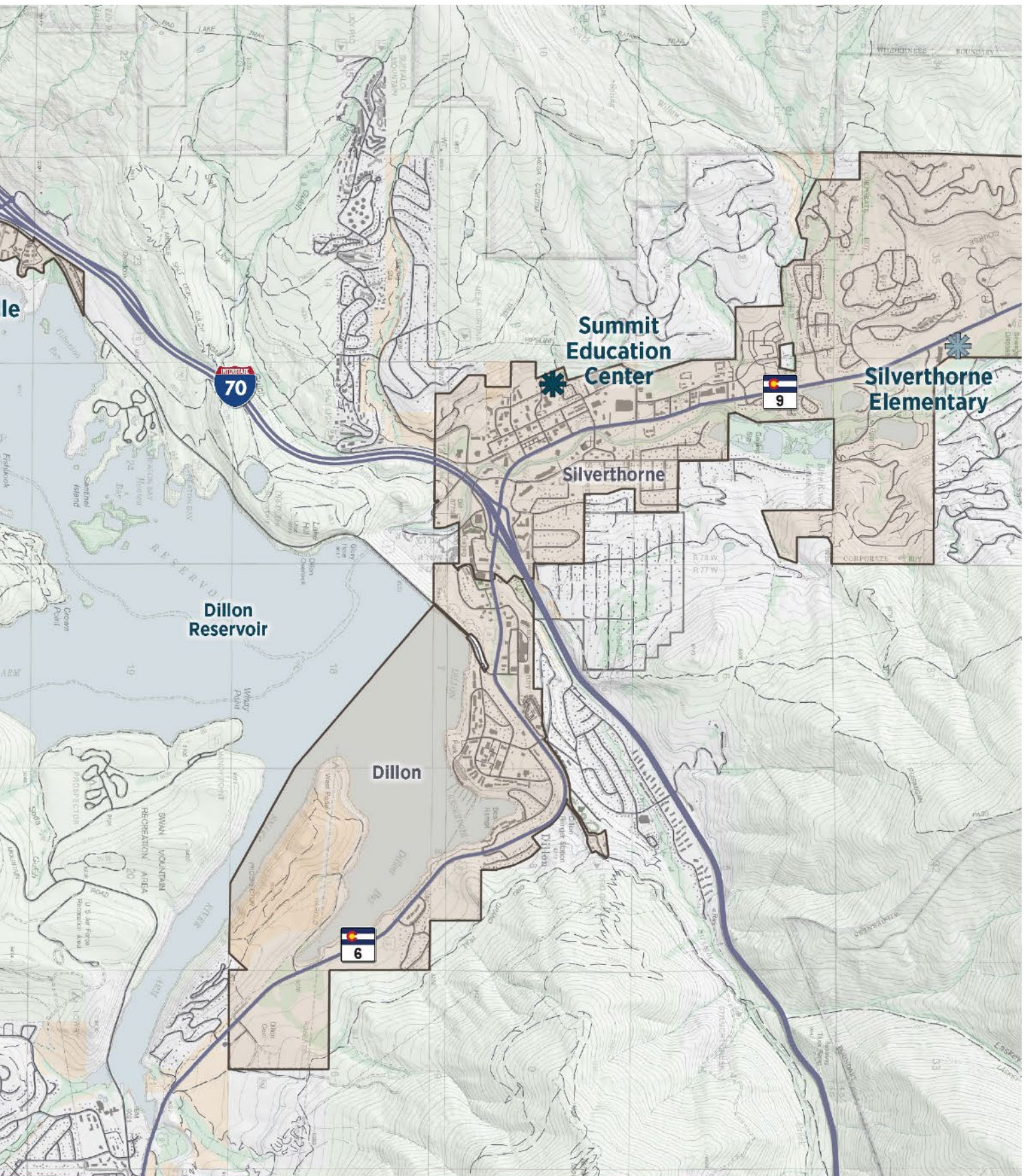
The Housing Master Plan evaluated the following six (6) opportunity sites:

1. Summit Education Center / Old Silverthorne Elementary
2. McCain property
3. Summit High School
4. Frisco Elementary
5. Summit Middle School
6. Silverthorne Elementary

The District owns four additional sites, Breckenridge Elementary, Upper Blue Elementary, Summit Cove Elementary and Dillon Valley Elementary. However, these properties were excluded from the housing master plan study, as they would not provide significant housing opportunities









# PROPERTY ANALYSIS

## THE PROPERTY ANALYSIS EVALUATED INFORMATION SUCH AS:

1. Available land area for housing
  - a. Land not needed for other School District uses
  - b. Land free of significant development constraints, including wetlands and steep slopes
  - c. Land efficiency (# of housing units per acre)  
Maximizing the efficient use of land is a key goal of the housing master plan. Given the high land values in Summit County, land is one of SSD's most valuable resources and should be used as efficiently as possible.
2. Availability of necessary infrastructure and utilities
  - a. Proximity of necessary infrastructure and utilities
  - b. Estimated infrastructure and construction costs
3. Multi-modal transportation access
  - a. Road access
  - b. Transit access
  - c. Trail access, pedestrian and bicycle connectivity
  - d. Automobile not required for transportation accessibility
4. Proximity to towns and employment centers
5. Neighborhood compatibility
  - a. Compatibility with adjacent land uses, housing types and residential densities
  - b. Buffering / screening from adjacent School District uses, and adjacent roads and properties
6. Opportunities to create a quality residential community on the site
  - a. Percentage of the SSD housing need able to be met on the site



SITE SUITABILITY CRITERIA	Old Silverthorne Elementary	McCain Property	Summit High School	Frisco Elementary	Summit Middle School	Silverthorne Elementary
1) Size of land area available for housing development	1	1	1	0	0	0
a) Land not needed for other School District uses	0.5	0.5	0.5	0	0	0
b) Land free of significant development constraints, including wetlands & steep slopes	1	0.5	0.5	0	0	0
c) Land efficiency (# of housing units/acre)	1	1	0.5	1	0.5	0
2) Availability of Infrastructure & Utilities						
a) Proximity of necessary infrastructure & utilities	1	1	1	1	0.5	0.5
b) Estimated infrastructure & construction costs	1	0.5	0.5	1	0.5	0.5
3) Multi-modal Transportation Access						
a) Road Access	1	1	0.5	1	0.5	1
b) Transit Access	1	1	1	1	1	1
c) Trail Access, Pedestrian & Bicycle Connectivity	1	1	1	1	1	0.5
d) Automobile not required for transportation accessibility	1	0.5	0	1	1	0.5
4) Proximity to Town / Employment Center	1	0.5	0	1	1	0.5
5) Neighborhood Compatibility						
a) Compatibility with adjacent land uses, housing types and residential densities	1	1	1	1	0	1
b) Buffering / screening from adjacent School District uses, and adjacent roads and properties	1	0.5	1	0	0	0
6) Opportunities to create a quality residential community	1	1	1	0.5	0	0
a) % of SSD housing need able to be met on site	1	1	0.5	0	0	0
TOTAL SCORE	14.5	12	10	9.5	6	5.5
SITE PRIORITY RANKING	#1	#2	#3	#4	#5	#6

Key:	
1	Best
0.5	Moderate
0	Poor



## PRIORITIES

The three (3) sites with the most potential for housing development are Summit Education Center, Summit High School, and the McCain property.

### SUMMIT EDUCATION CENTER / OLD SILVERTHORNE ELEMENTARY

This site was ranked #1 in the property analysis and received the most employee and community support.

Housing on this site will provide teachers/staff with the following benefits:

- Separation between home and school/workplace
- In-town living opportunity close to town services, transit, other housing neighborhoods, etc.

There is an opportunity to provide a diverse mix of housing types on this site to meet a broad range of the identified SSD housing needs.

This site offers the most cost-efficient development opportunity, and high land efficiency (estimated as approximately 12.5 units/acre).

The cost of living in Silverthorne is less than in Breckenridge, which is preferred for lower income rental housing.

The soccer field is important to maintain on the Summit Education Center property as an important recreational amenity for the neighborhood and the larger community.

The trails on the west side of the property are also important to preserve.

### MCCAIN PROPERTY

Housing on this site will provide teachers/staff with the following benefits:

- Separation between home and school/workplace
- In-town living opportunity close to town services, transit, Blue River bikeway, other housing neighborhoods, etc.

This site can achieve the highest land efficiency, with an estimated development potential of up to 100 multifamily units on 8 acres (18.5 units/acre); although estimated construction costs are higher than the Old Silverthorne Elementary site, primarily due to soil remediation requirements.

### SUMMIT HIGH SCHOOL

The southern portion of the property provides an opportunity to develop a neighborhood with approximately 80 homes (including a mix of single-family homes and duplexes) on approximately 21.4 acres.

This housing location would be more challenging for residents who do not own a car, as it is not located within town. Although Summit Stage transit access and connections to the County Recreation path system are available.

Land efficiency is lower than the Old Silverthorne Elementary and McCain properties, with an estimated development potential of approximately 3.7 units/acre.



## PRIORITY SITE #1 SUMMIT EDUCATION CENTER / OLD SILVERTHORNE ELEMENTARY SITE

### OPPORTUNITIES:

1. Adjacent to the Silverthorne downtown center
2. Compatible with adjacent land uses
3. Infrastructure and utilities are available
4. Walkable to town services, Transit Center, parks, open space and trails

### DEVELOPMENT CONSIDERATIONS:

1. Existing soccer field is an important community asset
2. Any new development should incorporate an athletic field for the community and provide improved pedestrian/bicycle connections
3. Other potential School District uses considered for this site include a preschool, community center, and/or relocated Administration offices. Housing planning should be coordinated with other Facilities Master Planning needs.

### SITE SUITABILITY CRITERIA

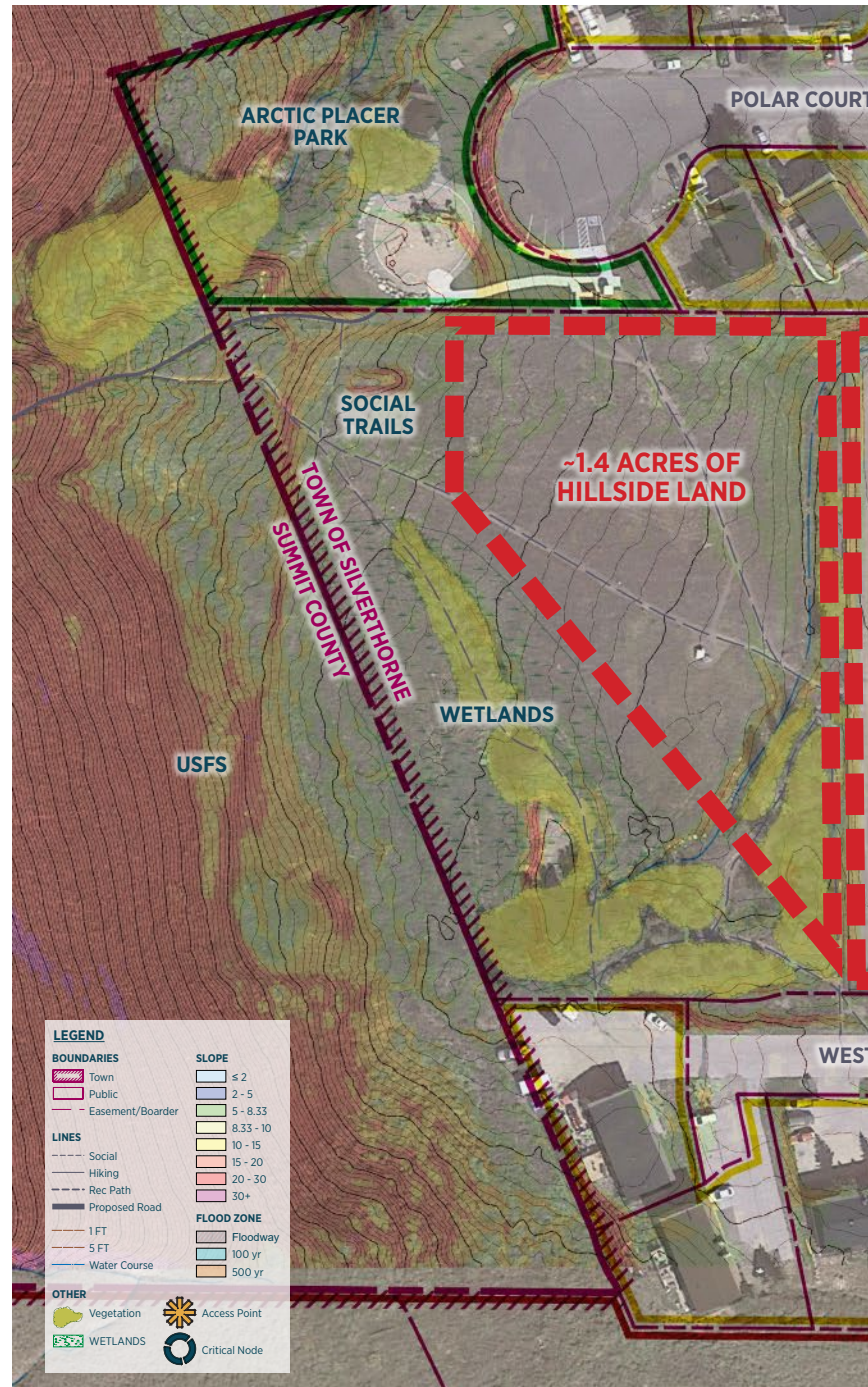
1) Size of land area available for housing development	1
a) Land not needed for other School District uses	0.5
b) Land free of significant development constraints, including wetlands and steep slopes	1
c) Land efficiency (# of housing units per acre)	1
2) Availability of Infrastructure & Utilities	
a) Proximity of necessary infrastructure & utilities	1
b) Estimated infrastructure and construction costs	1
3) Multi-modal Transportation Access	
a) Road Access	1
b) Transit Access	1
c) Trail Access, Pedestrian & Bicycle Connectivity	1
d) Automobile not required for transportation accessibility	1
4) Proximity to Town / Employment Center	1
5) Neighborhood Compatibility	
a) Compatibility with adjacent land uses, housing types and residential densities	1
b) Buffering / screening from adjacent School District uses, and adjacent roads and properties	1
6) Opportunities to create a quality residential community	1
a) % of SSD housing need able to be met on site	1
<b>TOTAL SCORE</b>	<b>14.5</b>

### SITE PRIORITY RANKING

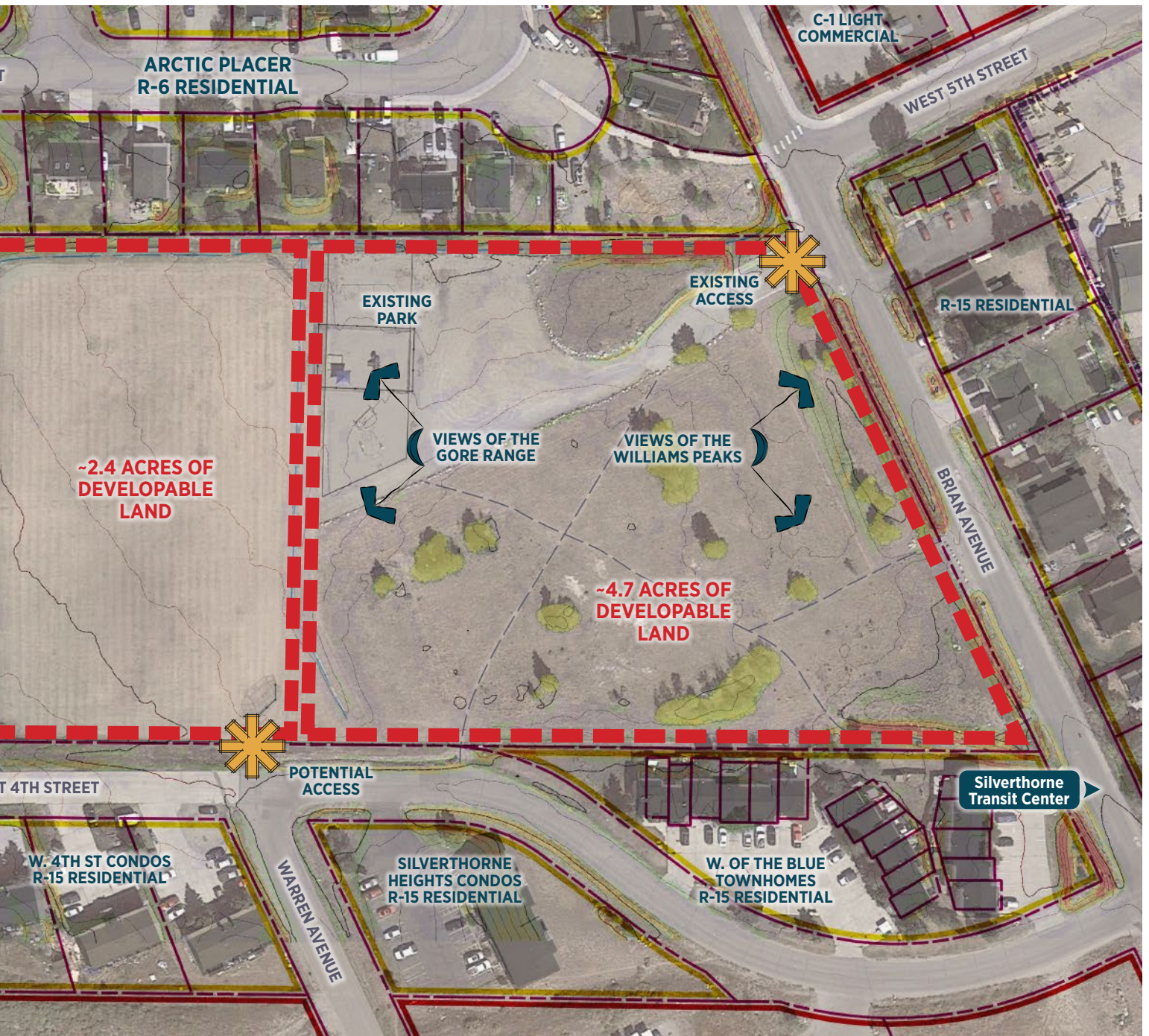
#1

#### Key:

1	Best
0.5	Moderate
0	Poor









## PRIORITY SITE #2 MCCAIN PROPERTY

### OPPORTUNITIES:

1. Adjacent to Blue River corridor, Alta Verde workforce housing neighborhood and new FIRC/ Building Hope non-profit campus.
2. Infrastructure and utilities could be extended from Alta Verde.
3. Located within Town of Breckenridge, well connected to transit and the Blue River bikeway.

### DEVELOPMENT CONSIDERATIONS:

1. Development should be buffered from the adjacent solar field and Town Public Works uses.
2. Soil suitability should be studied due to past dredge mining activity. Soil remediation work will impact development costs on this site.

### SITE SUITABILITY CRITERIA

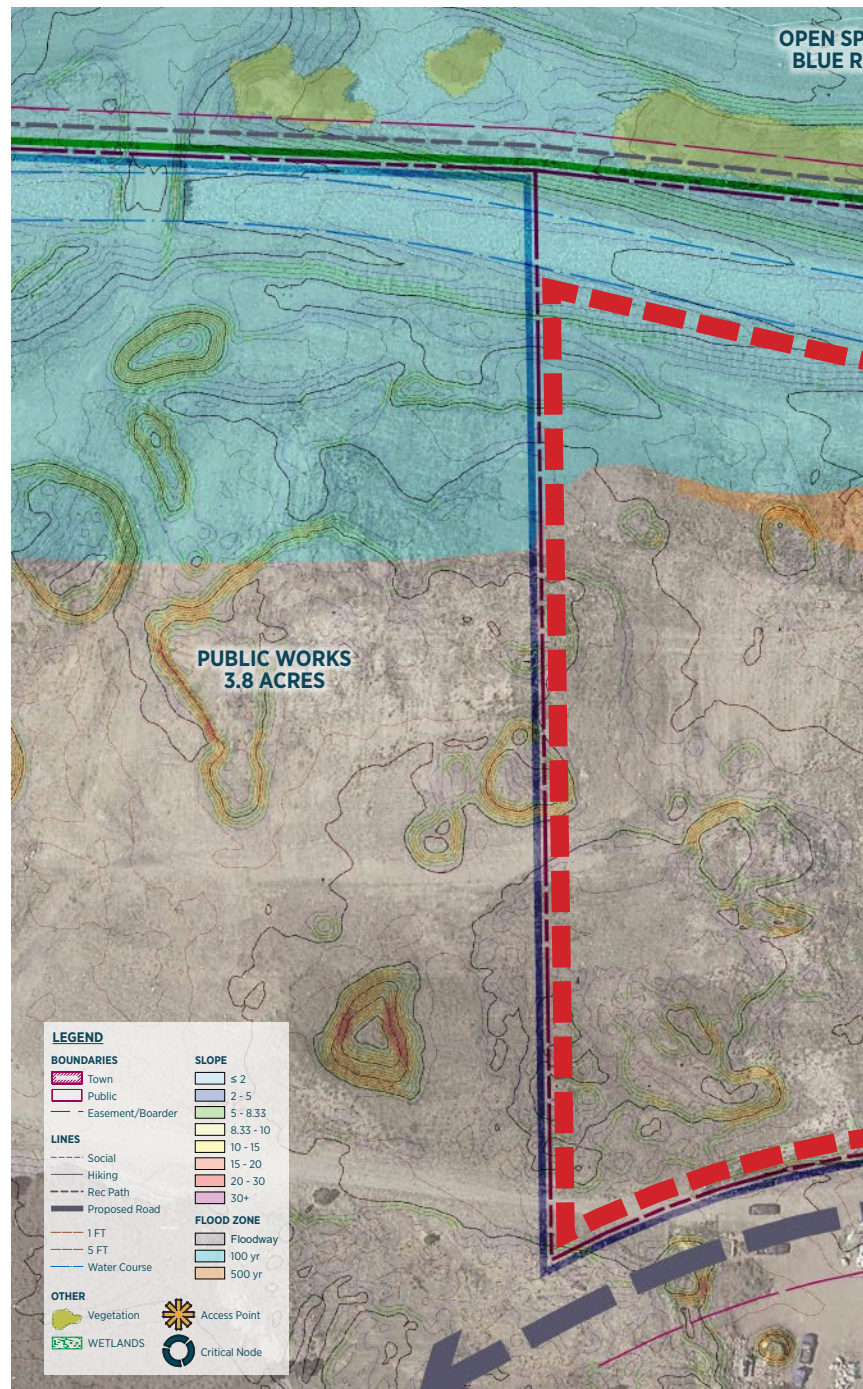
1) Size of land area available for housing development	1
a) Land not needed for other School District uses	0.5
b) Land free of significant development constraints, including wetlands and steep slopes	0.5
c) Land efficiency (# of housing units per acre)	1
2) Availability of Infrastructure & Utilities	
a) Proximity of necessary infrastructure & utilities	1
b) Estimated infrastructure and construction costs	0.5
3) Multi-modal Transportation Access	
a) Road Access	1
b) Transit Access	1
c) Trail Access, Pedestrian & Bicycle Connectivity	1
d) Automobile not required for transportation accessibility	0.5
4) Proximity to Town / Employment Center	0.5
5) Neighborhood Compatibility	
a) Compatibility with adjacent land uses, housing types and residential densities	1
b) Buffering / screening from adjacent School District uses, and adjacent roads and properties	0.5
6) Opportunities to create a quality residential community	1
a) % of SSD housing need able to be met on site	1
<b>TOTAL SCORE</b>	<b>12</b>

### SITE PRIORITY RANKING

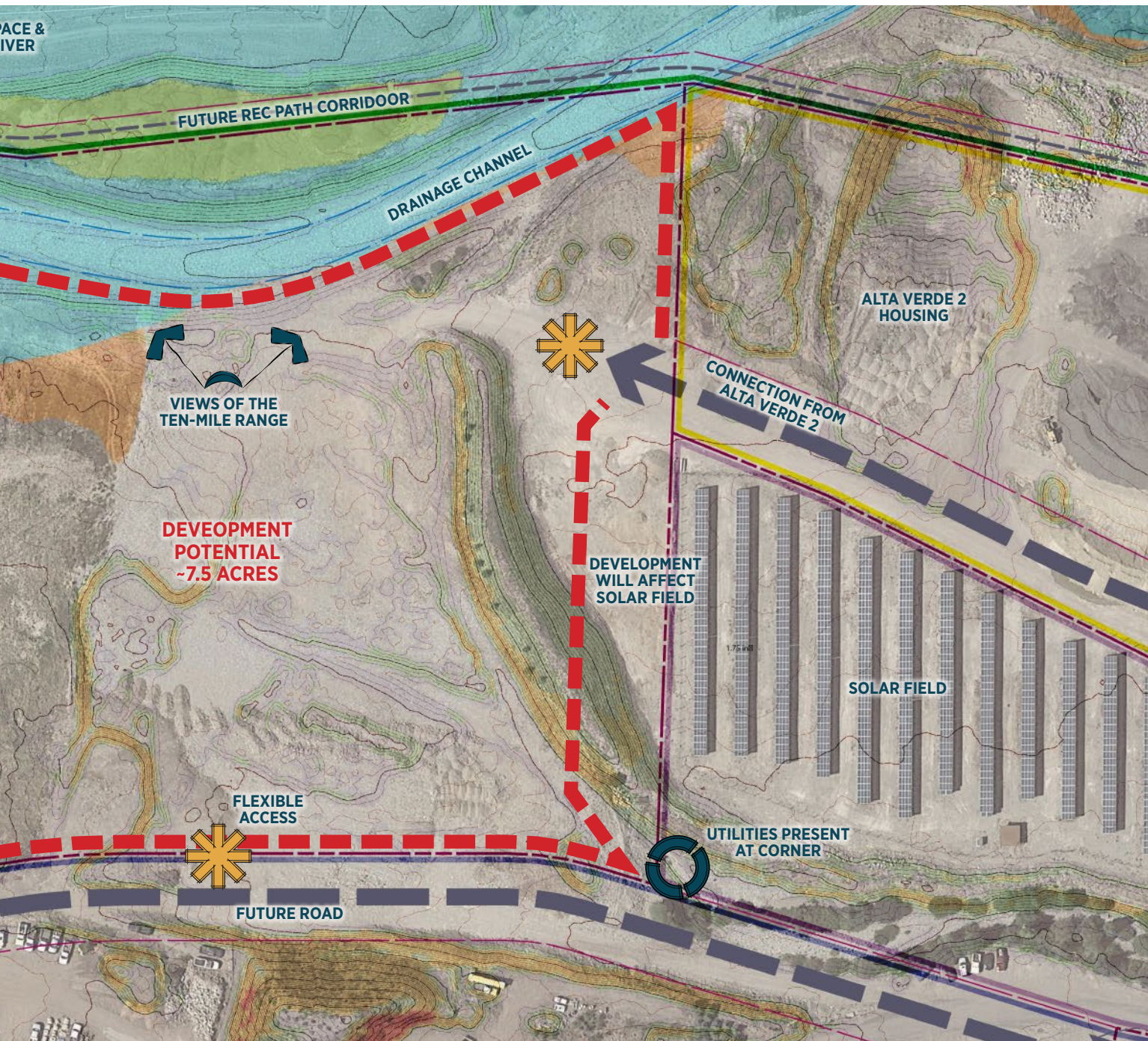
#2

#### Key:

1	Best
0.5	Moderate
0	Poor









## PRIORITY SITE #3 SUMMIT HIGH SCHOOL

### OPPORTUNITIES:

1. The southern portion of the site provides an opportunity for housing development
2. Compatible with adjacent residential neighborhoods
3. Available infrastructure and utilities
4. Well-connected to transit and County Recpath

### DEVELOPMENT CONSIDERATIONS:

1. CTE and Snowy Peaks facility needs must also be accommodated on the property.
2. Engage CDOT regarding traffic planning. Northbound Highway 9 access will need to be addressed through CDOT access permitting

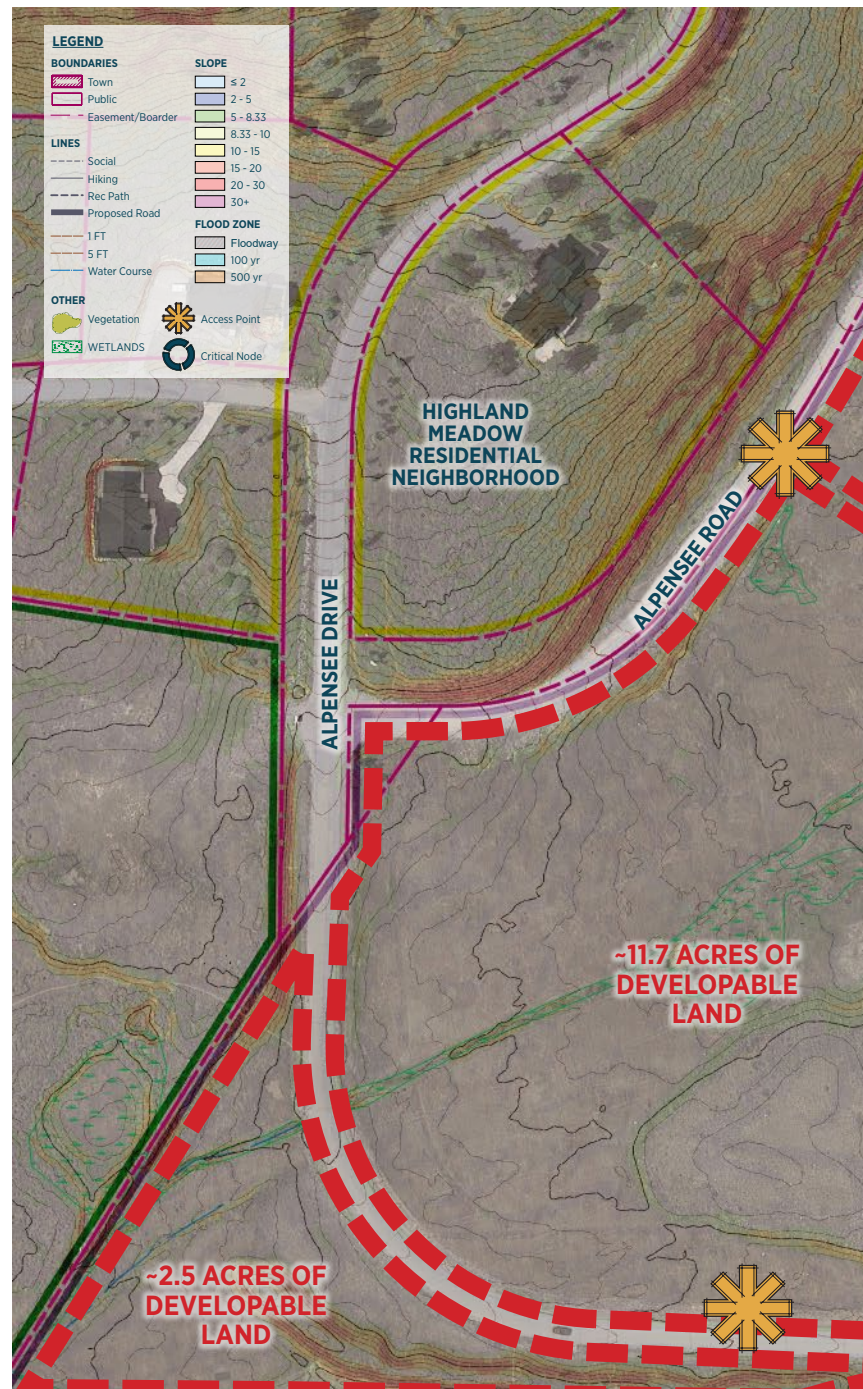
### SITE SUITABILITY CRITERIA

1) Size of land area available for housing development	1
a) Land not needed for other School District uses	0.5
b) Land free of significant development constraints, including wetlands and steep slopes	0.5
c) Land efficiency (# of housing units per acre)	0.5
2) Availability of Infrastructure & Utilities	
a) Proximity of necessary infrastructure & utilities	1
b) Estimated infrastructure and construction costs	0.5
3) Multi-modal Transportation Access	
a) Road Access	0.5
b) Transit Access	1
c) Trail Access, Pedestrian & Bicycle Connectivity	1
d) Automobile not required for transportation accessibility	0
4) Proximity to Town / Employment Center	0
5) Neighborhood Compatibility	
a) Compatibility with adjacent land uses, housing types and residential densities	1
b) Buffering / screening from adjacent School District uses, and adjacent roads and properties	1
6) Opportunities to create a quality residential community	1
a) % of SSD housing need able to be met on site	0.5
<b>TOTAL SCORE</b>	<b>10</b>

**SITE PRIORITY RANKING** #3

#### Key:

1	Best
0.5	Moderate
0	Poor









## SITE #4 FRISCO ELEMENTARY

### KEY FINDINGS:

1. There is an opportunity to develop a few homes along 8th Avenue, potentially 4 –6 duplex or townhome units fronting the street.
2. Residential development along 8th Avenue would remove 0.5 acre of the existing field area.
3. Development in other areas of the site is constrained by wetlands and floodplain restrictions.

### SITE SUITABILITY CRITERIA

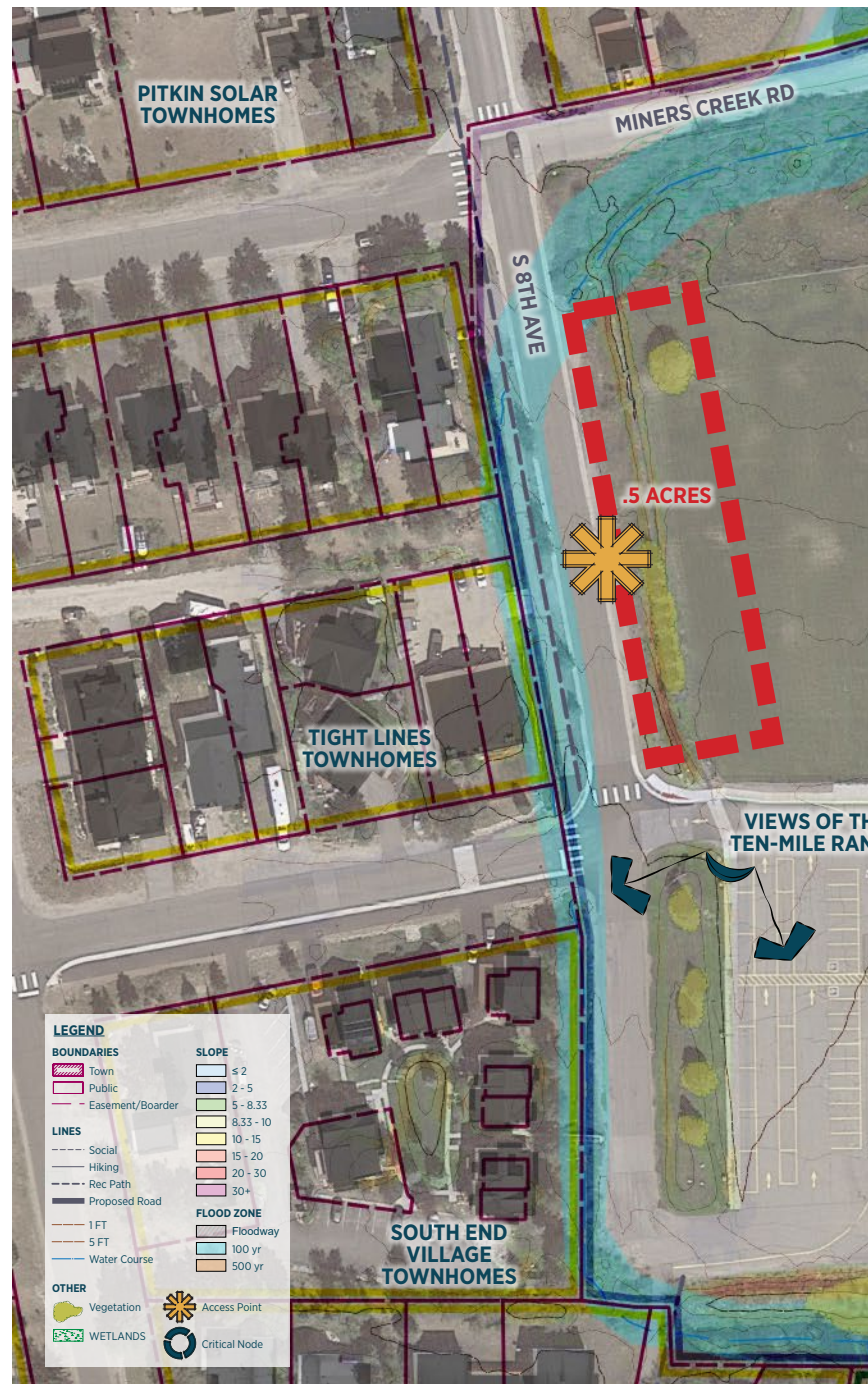
1) Size of land area available for housing development	0
a) Land not needed for other School District uses	0
b) Land free of significant development constraints, including wetlands and steep slopes	0
c) Land efficiency (# of housing units per acre)	1
2) Availability of Infrastructure & Utilities	
a) Proximity of necessary infrastructure & utilities	1
b) Estimated infrastructure and construction costs	1
3) Multi-modal Transportation Access	
a) Road Access	1
b) Transit Access	1
c) Trail Access, Pedestrian & Bicycle Connectivity	1
d) Automobile not required for transportation accessibility	1
4) Proximity to Town / Employment Center	1
5) Neighborhood Compatibility	
a) Compatibility with adjacent land uses, housing types and residential densities	1
b) Buffering / screening from adjacent School District uses, and adjacent roads and properties	0
6) Opportunities to create a quality residential community	0.5
a) % of SSD housing need able to be met on site	0
<b>TOTAL SCORE</b>	<b>9.5</b>

### SITE PRIORITY RANKING

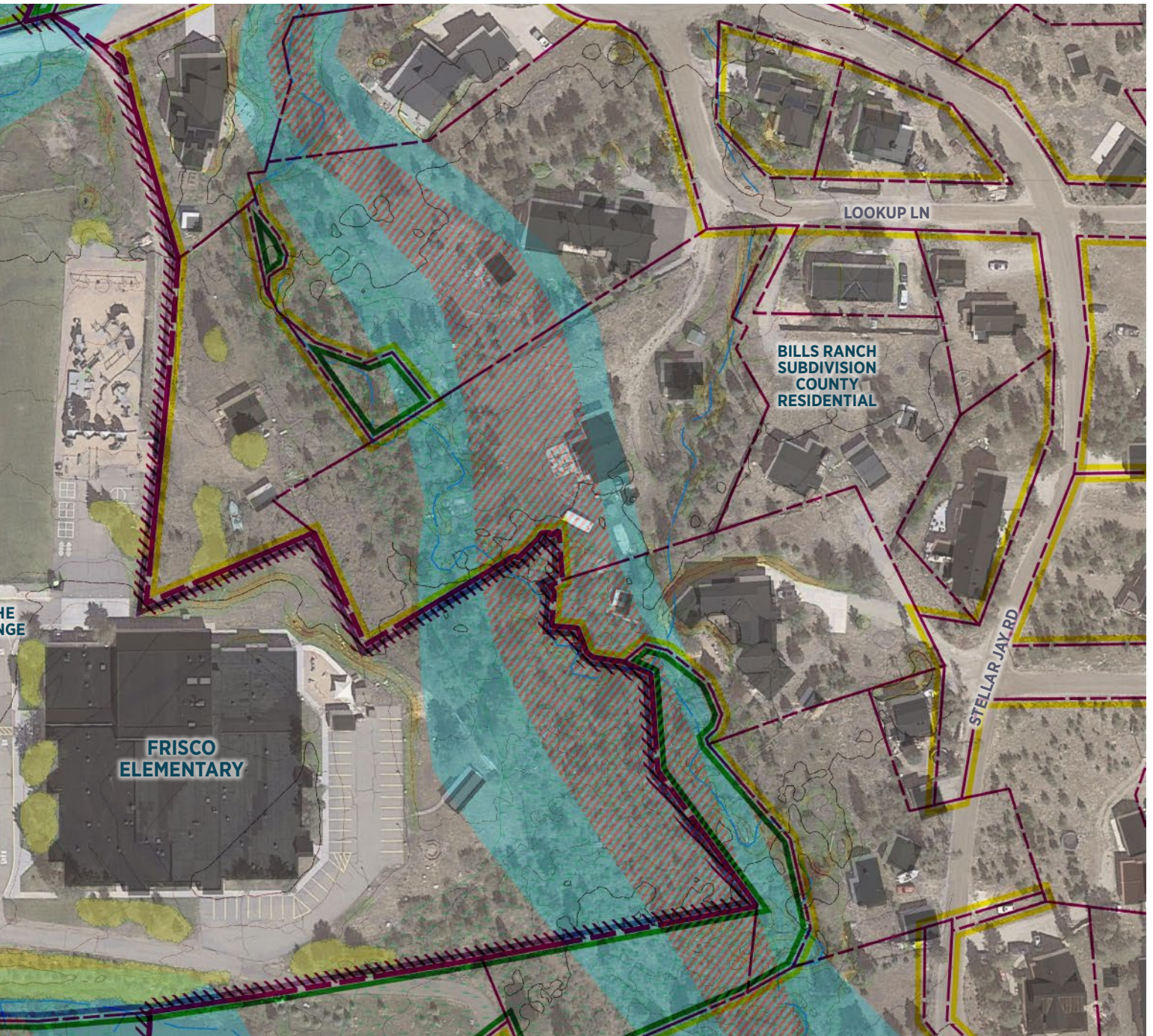
#4

#### Key:

1	Best
0.5	Moderate
0	Poor









## SITE #5 SUMMIT MIDDLE SCHOOL

### KEY FINDINGS:

1. Development opportunity sites are small and isolated
2. There are limited opportunities to buffer new residential development from adjacent school uses
3. Water and sewer services may have high implementation costs

### SITE SUITABILITY CRITERIA

1) Size of land area available for housing development	0
a) Land not needed for other School District uses	0
b) Land free of significant development constraints, including wetlands and steep slopes	0
c) Land efficiency (# of housing units per acre)	0.5
2) Availability of Infrastructure & Utilities	
a) Proximity of necessary infrastructure & utilities	0.5
b) Estimated infrastructure and construction costs	0.5
3) Multi-modal Transportation Access	
a) Road Access	0.5
b) Transit Access	1
c) Trail Access, Pedestrian & Bicycle Connectivity	1
d) Automobile not required for transportation accessibility	1
4) Proximity to Town / Employment Center	1
5) Neighborhood Compatibility	
a) Compatibility with adjacent land uses, housing types and residential densities	0
b) Buffering / screening from adjacent School District uses, and adjacent roads and properties	0
6) Opportunities to create a quality residential community	0
a) % of SSD housing need able to be met on site	0
<b>TOTAL SCORE</b>	<b>6</b>

### SITE PRIORITY RANKING

#5

#### Key:

1	Best
0.5	Moderate
0	Poor







## SITE #6 SILVERTHORNE ELEMENTARY

### KEY FINDINGS:

1. There is limited opportunity to develop residential housing on this site.
2. If needed in the future, the School District could explore a potential partnership opportunity with the Town of Silverthorne to develop housing on adjacent Town-owned land.

### SITE SUITABILITY CRITERIA

1) Size of land area available for housing development	0
a) Land not needed for other School District uses	0
b) Land free of significant development constraints, including wetlands and steep slopes	0
c) Land efficiency (# of housing units per acre)	0
2) Availability of Infrastructure & Utilities	
a) Proximity of necessary infrastructure & utilities	0.5
b) Estimated infrastructure and construction costs	0.5
3) Multi-modal Transportation Access	
a) Road Access	1
b) Transit Access	1
c) Trail Access, Pedestrian & Bicycle Connectivity	0.5
d) Automobile not required for transportation accessibility	0.5
4) Proximity to Town / Employment Center	0.5
5) Neighborhood Compatibility	
a) Compatibility with adjacent land uses, housing types and residential densities	1
b) Buffering / screening from adjacent School District uses, and adjacent roads and properties	0
6) Opportunities to create a quality residential community	0
a) % of SSD housing need able to be met on site	0
<b>TOTAL SCORE</b>	<b>5.5</b>

### SITE PRIORITY RANKING

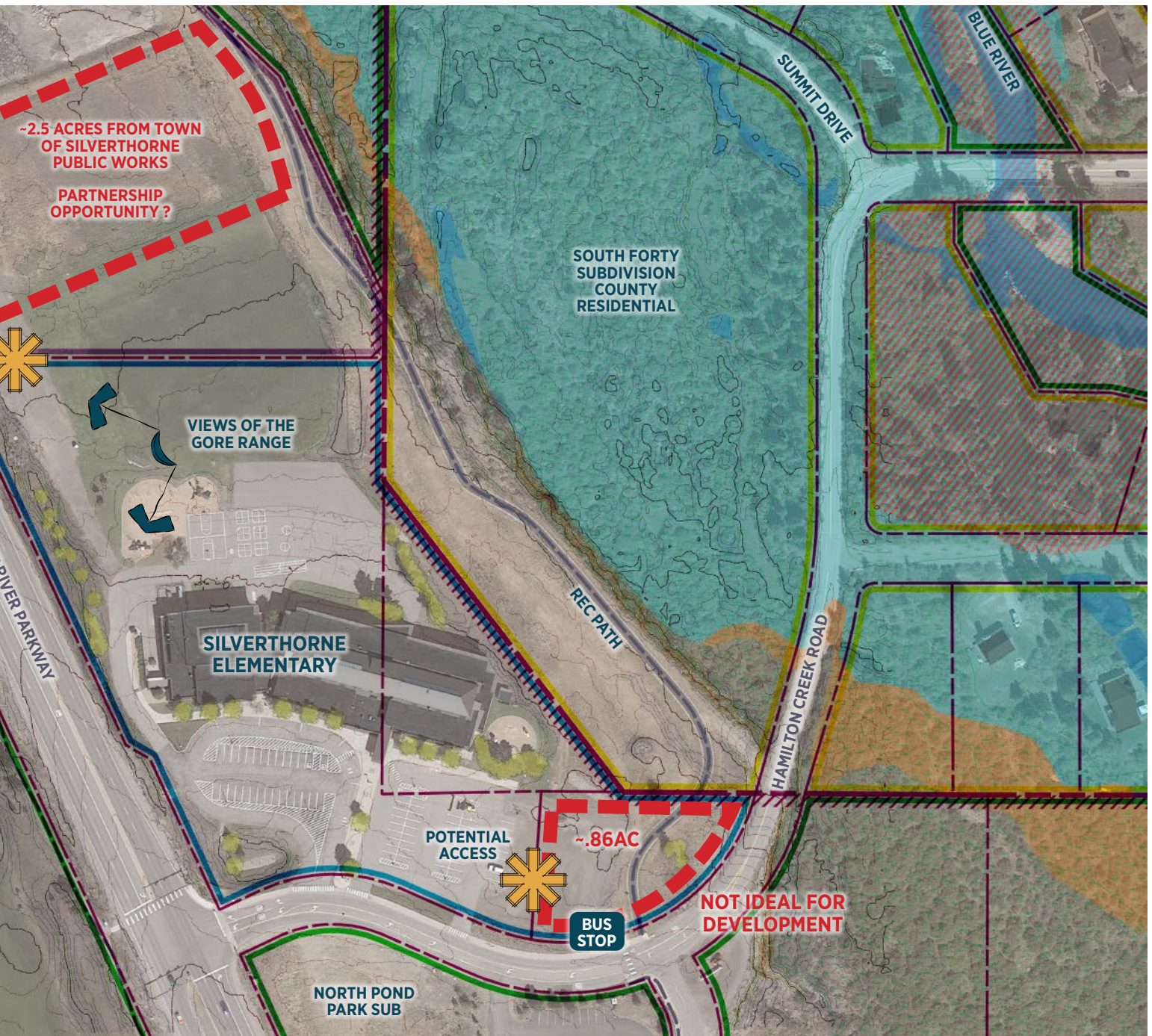
#6

#### Key:

1	Best
0.5	Moderate
0	Poor



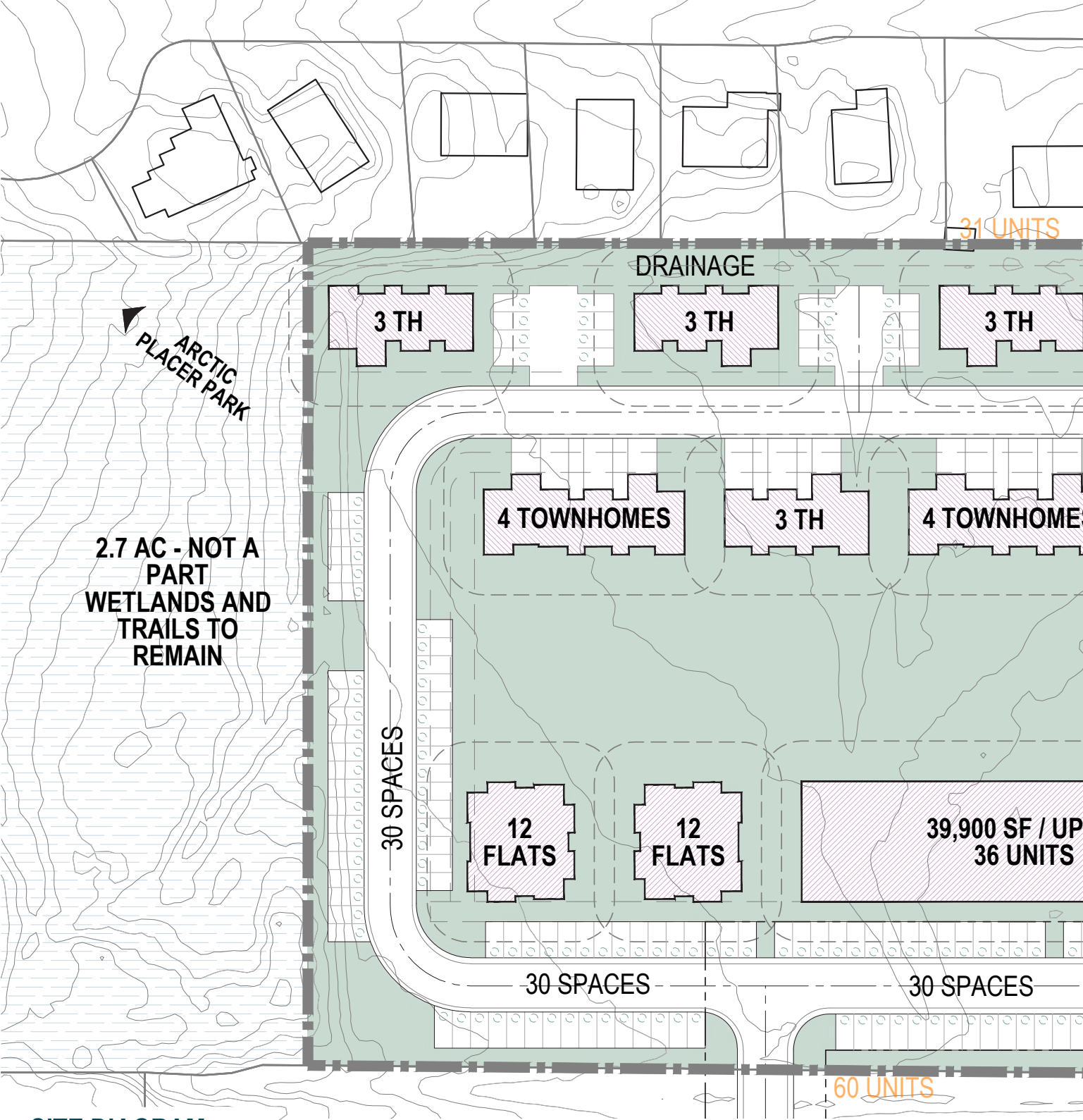






# CONCEPTUAL DESIGN RECOMMENDATIONS:

## SUMMIT EDUCATION CENTER

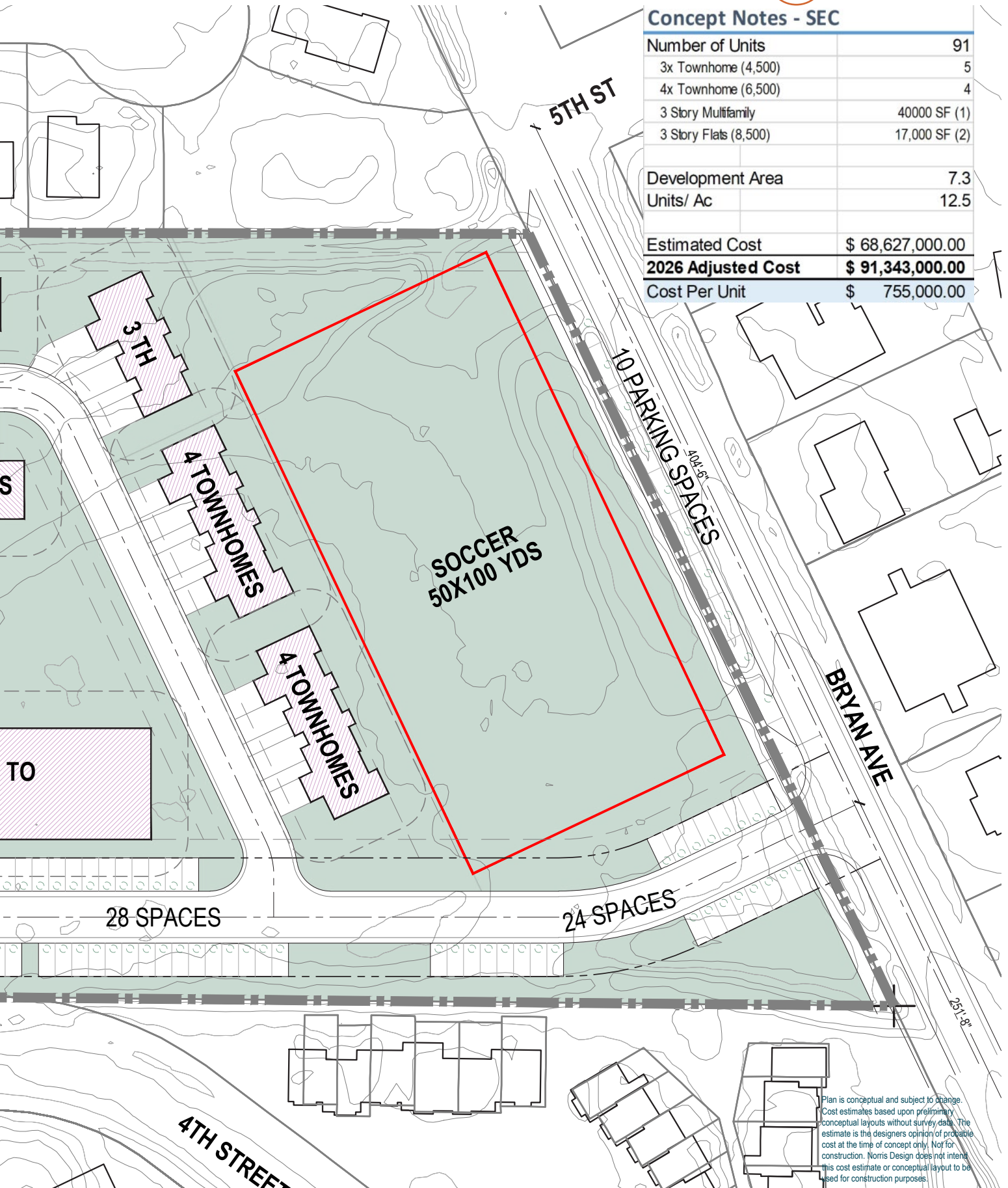




0 30 60

### Concept Notes - SEC

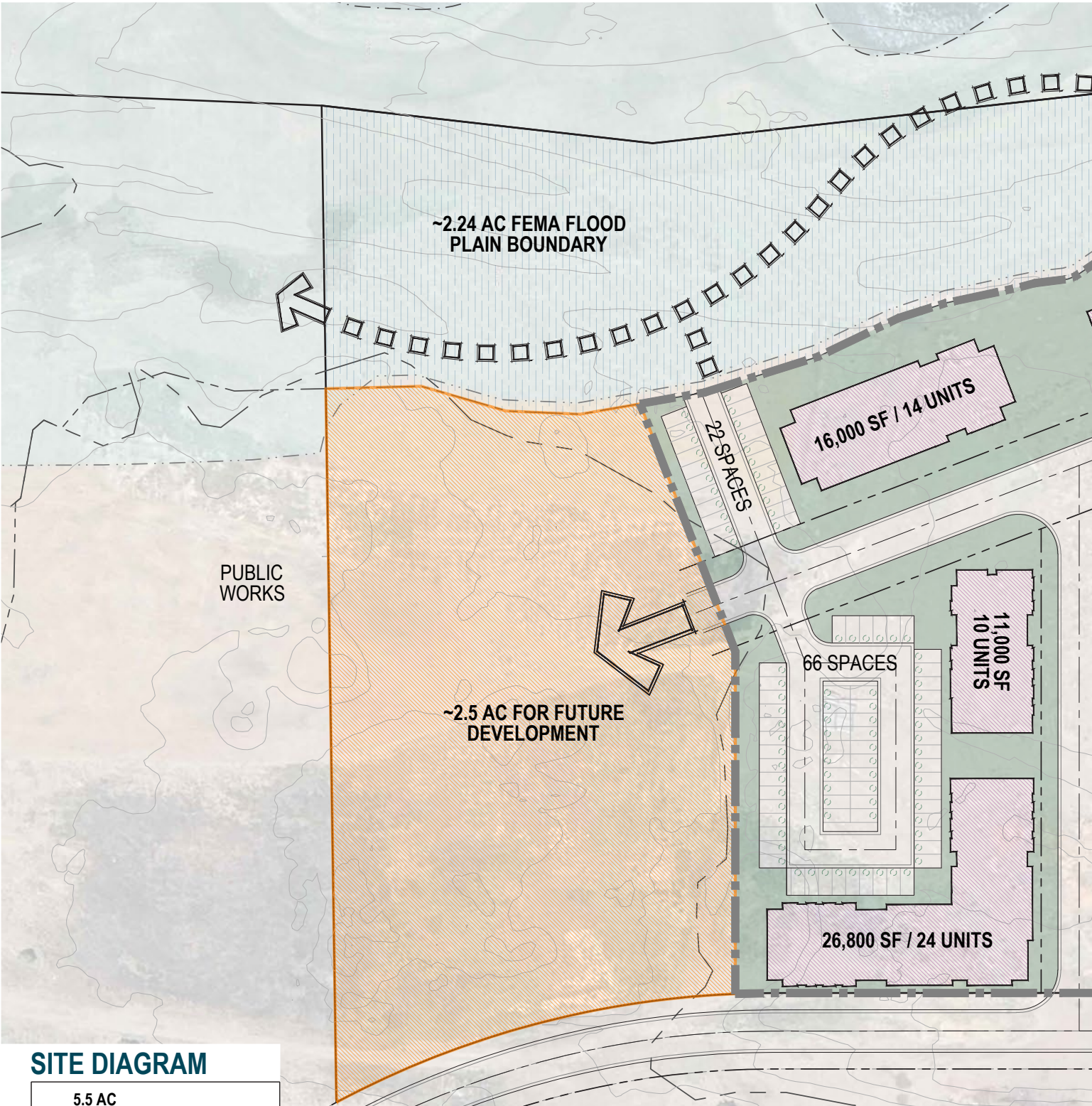
Number of Units	91
3x Townhome (4,500)	5
4x Townhome (6,500)	4
3 Story Multifamily	40000 SF (1)
3 Story Flats (8,500)	17,000 SF (2)
Development Area	7.3
Units/ Ac	12.5
Estimated Cost	\$ 68,627,000.00
<b>2026 Adjusted Cost</b>	<b>\$ 91,343,000.00</b>
Cost Per Unit	\$ 755,000.00



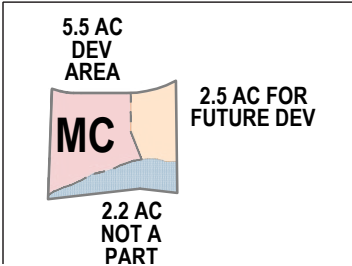
Plan is conceptual and subject to change.  
Cost estimates based upon preliminary  
conceptual layouts without survey data. The  
estimate is the designers opinion of probable  
cost at the time of concept only. Not for  
construction. Norris Design does not intend  
this cost estimate or conceptual layout to be  
used for construction purposes.



MCCAIN PROPERTY



SITE DIAGRAM



COST ESTIMATES

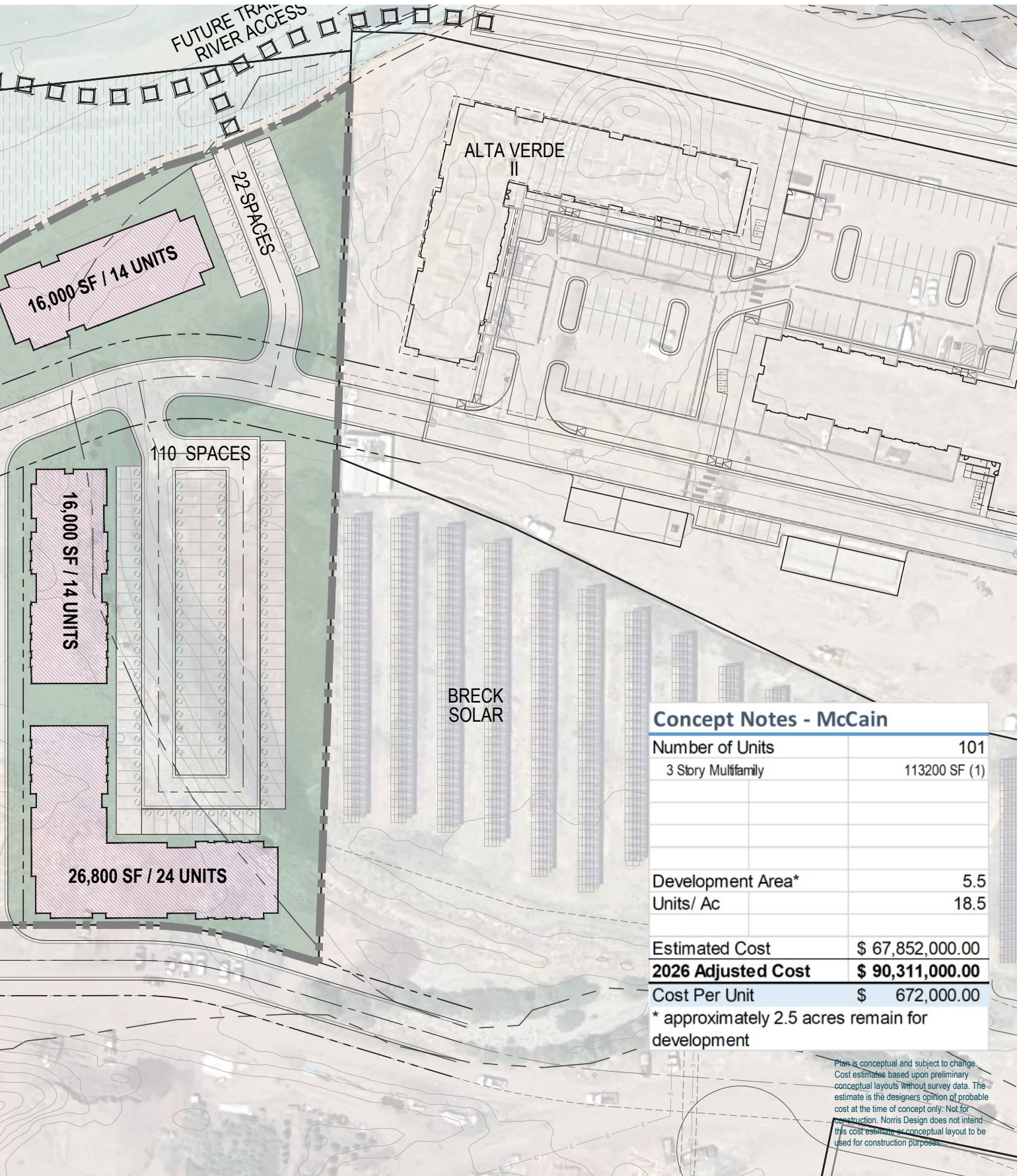
The cost estimates provided in each site-specific conceptual design recommendation are a designer's opinion of probable cost, which are subject to change, and include:

- 1. Estimated vertical construction costs for residential structures
- 2. Estimated horizontal construction costs for infrastructure, utilities, roads, tap fees, etc.
- 3. Allowances for soft costs, including but not limited to surveying, planning, engineering, and architectural design, etc.
- 4. 2-year inflation rate and contingency





0 40 80

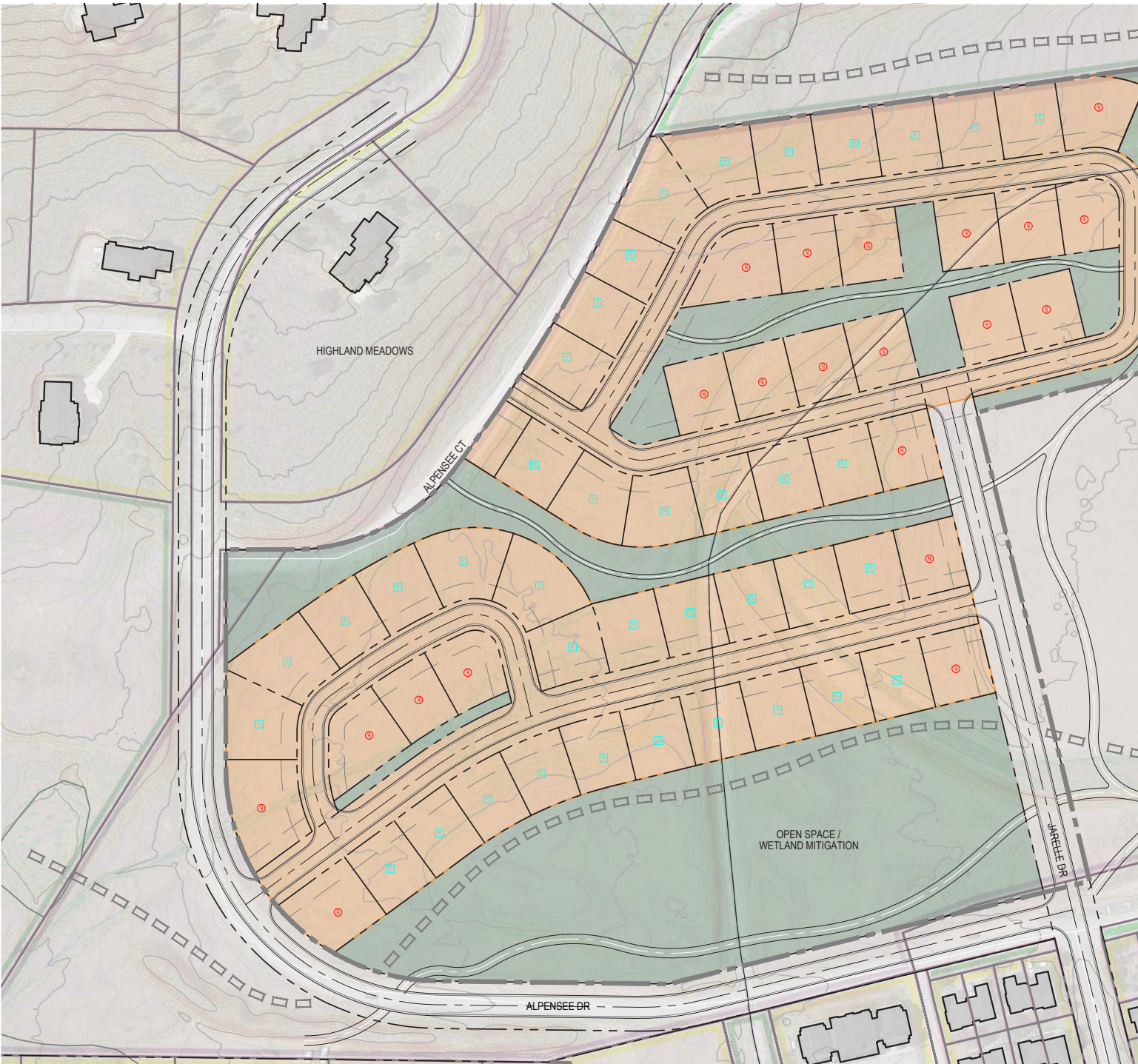


Concept Notes - McCain	
Number of Units	101
3 Story Multifamily	113200 SF (1)
Development Area*	5.5
Units/ Ac	18.5
Estimated Cost	\$ 67,852,000.00
2026 Adjusted Cost	\$ 90,311,000.00
Cost Per Unit	\$ 672,000.00
* approximately 2.5 acres remain for development	

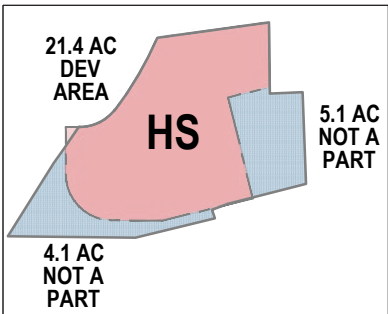
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used for construction purposes.



SUMMIT HIGH SCHOOL



SITE DIAGRAM



COST ESTIMATES

The cost estimates provided in each site-specific conceptual design recommendation are a designer's opinion of probable cost, which are subject to change, and include:

- 1. Estimated vertical construction costs for residential structures
- 2. Estimated horizontal construction costs for infrastructure, utilities, roads, tap fees, etc.
- 3. Allowances for soft costs, including but not limited to surveying, planning, engineering, and architectural design, etc.
- 4. 2-year inflation rate and contingency





0 80 160

# HIGH SCHOOL



## Concept Notes - HS

Number of Units	80
Single Family	38
Duplex	42
Development Area	21.4
Units/ Ac	3.7
Estimated Cost	\$ 61,419,000.00
2026 Adjusted Cost	\$ 81,749,000.00
Cost Per Unit	\$ 768,000.00

Plan is conceptual and subject to change. Cost estimates based upon preliminary conceptual layouts without survey data. The estimate is the designers opinion of probable cost at the time of concept only. Not for construction. Norris Design does not intend this cost estimate or conceptual layout to be used for construction purposes.





**MEETING THE GOAL OF 172 EMPLOYEE HOUSING UNITS**

Developing the three priority opportunity sites based on the concept plans provided will provide an estimated 272 total housing units, including a diverse mix of housing types (single-family homes, duplexes, townhomes and multifamily housing), helping to meet the full range of identified SSD employee housing needs for various employee household sizes and income levels.

**KEY GOALS**

**MAXIMIZE EFFICIENT USE OF LAND AND COST-EFFICIENT DEVELOPMENT**

When evaluating and selecting development priorities, two key goals are:

- 1. **Maximize the efficient use of land.**  
Given the high land values in Summit County, land is one of SSD’s most valuable resources and should be used as efficiently as possible.
- 2. **Prioritize cost efficient development types.**  
Cost efficient development maximizes the distribution of land and infrastructure costs (roads, utilities, etc.) across the greatest number of housing units possible, through the development of multifamily housing types that require fewer foundations and achieve more housing units per acre. This helps to reduce the per-unit subsidy needed to provide employee housing.

PROPERTY	ESTIMATED DEVELOPMENT POTENTIAL (# OF HOUSING UNITS)	% OF 5-YEAR HOUSING NEED (172 UNITS BY 2028)
Summit Education Center /	91 units	53%
McCain Property	101 units	59%
Summit High School	80 units	47%
Total	272 units	158%

# IMPLEMENTATION

Recommended implementation actions are provided below, to guide the District's implementation efforts over the next 5-10 years. This section outlines recommended next steps to be pursued in the immediate term, within the first year following completion of the Master Plan, as well as longer term implementation strategies to be pursued during the 5-10 year planning timeline.

Implementation of the Housing Master Plan will involve a series of actions to be initiated by the District and the various partners listed. Key partners to engage in plan implementation include local governments (towns and County), Summit Combined Housing Authority, Habitat for Humanity, public agencies (e.g., CDOT), other large employers, and private sector developers.

## IMMEDIATE TERM – MEETING ACUTE / IMMEDIATE HOUSING NEEDS:

There is an acute need for approximately 100 housing units to meet District employees' current housing needs, as quickly as possible. SSD should prioritize strategies to address this problem quickly, by implementing the recommended strategies listed below in partnership with the entities identified.

1. **Explore potential partnership opportunities to leverage resources and expedite delivery of employee housing for SSD employees.**
  - a. Communicate SSD Housing Master Plan goals to community partners and explore partnership opportunities to implement the priority projects, programs and initiatives recommended in this Plan. Potential partners to engage in various aspects of SSD's Housing Master Plan implementation include:

### STRATEGIC HOUSING PARTNERS

#### Potential Partners

#### Best Partnership Opportunities

##### Local Governments

Housing development partnerships on District-owned properties or Town/County-owned lands, land trades, tap fees, leveraging SSD funding with local government housing funds, providing ownership housing opportunities for District employees on non-District owned properties, technical assistance with development process, water rights

##### Summit Combined Housing Authority

Technical assistance, experience with deed restrictions, managing housing applications and lotteries, homebuyer and tenant education, downpayment assistance, Housing Helps program, housing data and resources

##### Habitat for Humanity

Homeownership opportunities for District employees

##### Private Sector Developers

Housing development partnerships, including development of for rent and for sale housing. These partnerships could occur on District owned properties or developer owned properties.

##### Other Large Employers

Other large employers in Summit County include the local governments, ski areas, health care providers, Colorado Mountain College, and Breckenridge Grand Vacations. Partnership opportunities with other large employers include collaborating on housing site development, building or unit purchase, master leasing apartments for employees, co-developing employee housing programs and initiatives, and sharing data and resources on effective employee housing strategies.

##### Lenders and Realtors

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

##### Contractors

Partnering to reduce labor costs through partnerships with local contractors and student internships. This could involve a partnering opportunity through the District's CTE pathway for skilled trades.



2. **Develop Priority Site #1 (Summit Education Center / Old Silverthorne Elementary) as soon as possible, to meet existing/current SSD employee housing needs.**

### POTENTIAL PHASING

If necessary, based on available funding resources, development of the Summit Education Center site could be phased, as recommended below.

#### PHASE 1:

Start with development of housing to meet the immediate rental need (approximately 60 multifamily rental units).

#### POTENTIAL FUNDING OPTION:

SSD could bond for the funding needed to construct the horizontal infrastructure and 60 rental units on the Summit Education Center Site.

#### PHASE 2:

Build out the remaining development (approximately 30 townhomes).

#### POTENTIAL FUNDING OPTION:

Rental income from the first 60 units could be used to fund Phase 2 townhome construction, potentially using Certificates of Participation (COPs). Refer to successful funding strategies that have been utilized by the Eagle County School District.

3. **Investigate and implement the Housing Programs and Initiatives recommended in the SSD Housing Needs Assessment (shown below), as determined to be a appropriate and feasible with available SSD funding resources.**

### PROGRAM OPTIONS

<b>Housing Search Assistance</b>	<ul style="list-style-type: none"> <li>• Help applying for income-restricted rentals (for those that qualify)</li> <li>• SCHA partnership</li> <li>• Realtor contacts to help employees learn neighborhoods and research homes</li> <li>• Property manager list and contacts</li> </ul>
<b>Housing Unit Inventory</b>	<ul style="list-style-type: none"> <li>• Purchase units (allows you to control rents, lease terms (pets), etc.)</li> <li>• Lease/master-lease agreements (easier to dispose of if no longer needed)</li> <li>• Invest in new construction (rentals or ownership)</li> <li>• Hotel or dorm options for short-term/emergency needs</li> <li>• Temporary housing options - tiny home villages, RV lots</li> </ul>
<b>Renter Assistance Programs</b>	<ul style="list-style-type: none"> <li>• First/last/deposit assistance</li> <li>• Utility assistance/emergency needs (medical bills, etc.)</li> </ul>
<b>Ownership Programs</b>	<ul style="list-style-type: none"> <li>• Down payment assistance for first time homebuyers or move-up buyers</li> <li>• Homebuyer education/financial counseling</li> <li>• Home renovation/repair/rehabilitation support</li> <li>• Low interest refinancing opportunities</li> <li>• Utility assistance/emergency needs (medical bills, etc.)</li> </ul>
<b>Commuting Costs</b>	<ul style="list-style-type: none"> <li>• Mileage reimbursement/travel stipend</li> </ul>

#### A) PROPERTY MANAGEMENT

Create a competitive process to select a for-profit or non-profit partner to manage District rentals. This will ease stress on the District Facilities Department as the District's employee housing portfolio grows, and create separation between the landlord and employer roles.

#### B) GUIDELINES AND DEED RESTRICTIONS

Create policies and legal documents to ensure equitable access for employees and protect the District's housing investments.

## LONGER TERM

### CONTINUE WORKING TO MEET SSD HOUSING NEEDS OVER A 5-YEAR TIMELINE:

The 2023 SSD Housing Needs Assessment estimates that 172 housing units are needed by 2028, and employee housing needs are projected to continue to increase in the years ahead. Accordingly, SSD should continue ongoing work to implement the strategies recommended in this Plan, with the goal of providing 172 housing units by 2028.

1. **Continue implementation of the Housing Unit Inventory strategies listed above, to increase the SSD employee housing unit inventory to 172 units by 2028.**
2. **Continue to explore potential partnership opportunities with the entities listed above, to best leverage resources and expedite delivery of employee housing for SSD employees. Effective partnerships will be critical to the successful implementation of the SSD Housing Master Plan, and offer the following benefits:**
  - a. Partnerships will enable shovel-ready, move-in ready employee housing developments to be provided sooner than SSD can build employee housing alone.
  - b. Partnerships offer the best options for SSD to provide for-sale housing opportunities for District employees.
  - c. Partnerships can unlock other options to best meet SSD employee housing needs in a timely and economically efficient manner. For example, partnerships can unlock options such as land trades / land swaps, acquisition of SSD employee housing units in off-site developments, master-leasing affordable rental units for SSD employees, etc.
  - d. Partner entities have valuable expertise with employee housing oversight, construction and management, and can help SSD to efficiently construct and manage an employee housing portfolio.
3. **Continue to evaluate SSD employee housing needs and implement the strategies recommended in this Plan to meet identified employee housing needs over time.**
4. **Measures of Success should be tracked and reported over time, to demonstrate successful implementation of the SSD Housing Master Plan. Measures of success will include demonstrated improvements to the following metrics:**
  - a. SSD employee housing unit inventory
  - b. SSD employee recruitment and retention statistics
  - c. Student success statistics





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