



TAHOE PROSPERITY CENTER

TAHOE  
ECONOMIC  
SUMMIT

# Delivering on Housing

GEORGE RUTHER

HOUSING DIRECTOR | VAIL, COLORADO

**TIME FOR**

**CHANGE**



# Delivering on Housing



## A Housing Director's Point of View

- Our Systems are Perfectly Aligned to Get the Results We Get
- Like Feeding a Downtown Parking Meter, a Little Change is the Solution to the Problem
- Looking into the Rear View Mirror to See Where We are Going





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***“LOOKING IN THE REAR VIEW MIRROR TO SEE WHERE WE ARE GOING”***



**Vail's History with Housing**  
(1962 to present)

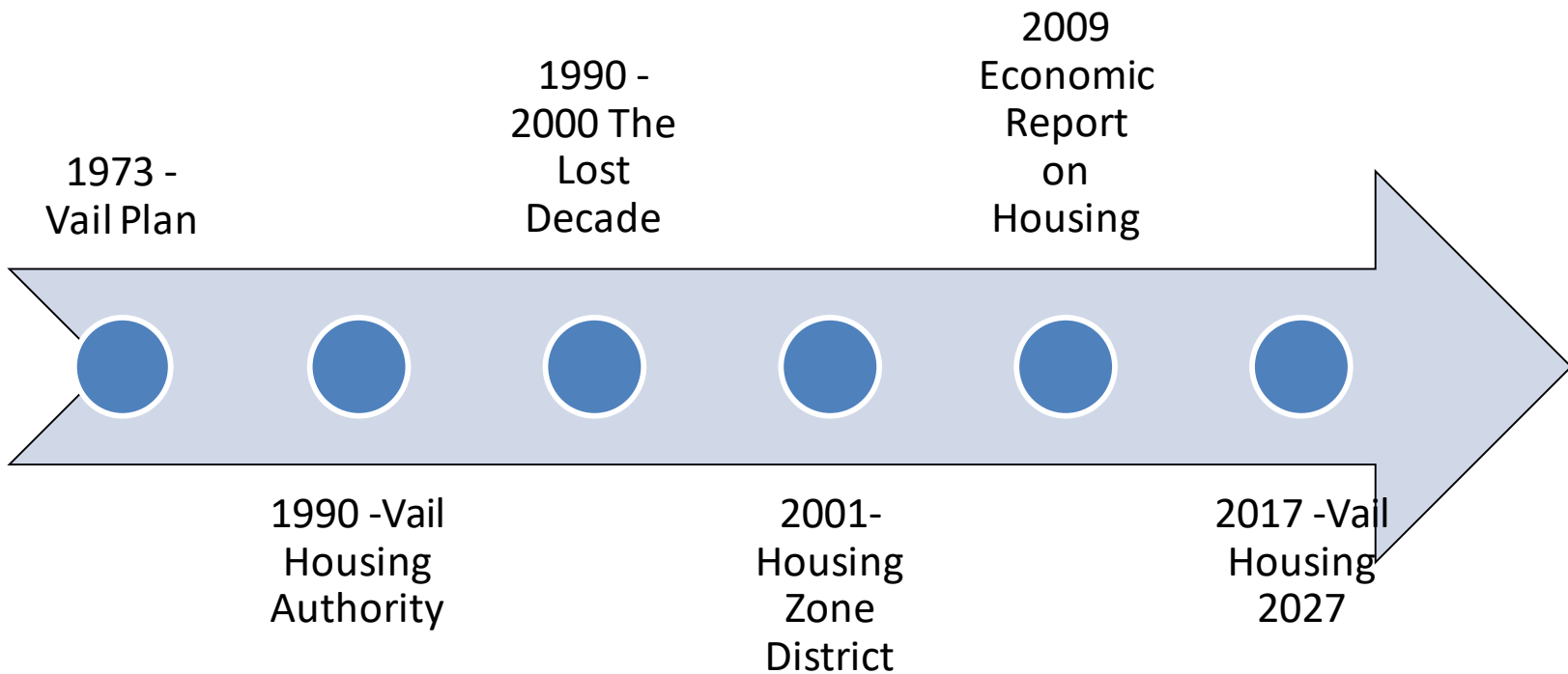


## Evolution of Housing in Vail

- 1964 – Demand for seasonal housing for winter resort workers
- 1978 – “Hippies are taking over our parks”
- 1980’s – Availability of housing is affecting year-round residents
- 1990 – The Vail Housing Authority is created
- 1990 – 2000 “*The Lost Decade of Housing*”
- 2000 – The Town purchases Timber Ridge Village Apartments
- 2001 – Housing Zone District adopted
- 2003 – Middle Creek Village completed
- 2008 – Inclusionary Zoning and Commercial Linkage Mitigation adopted
- 2009 – Economic Impact of Employee Housing Report completed
- 2017 – Vail Housing 2027 Plan adopted
- 2018 – Town’s Housing Department formed
- 2018 – Updated Housing Policies adopted



## Evolution of Housing in Vail



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## VAIL HOUSING 2027

*“A Strategic Plan for Maintaining  
and Sustaining Community through  
the Creation and Support of  
Resident Housing in Vail”*



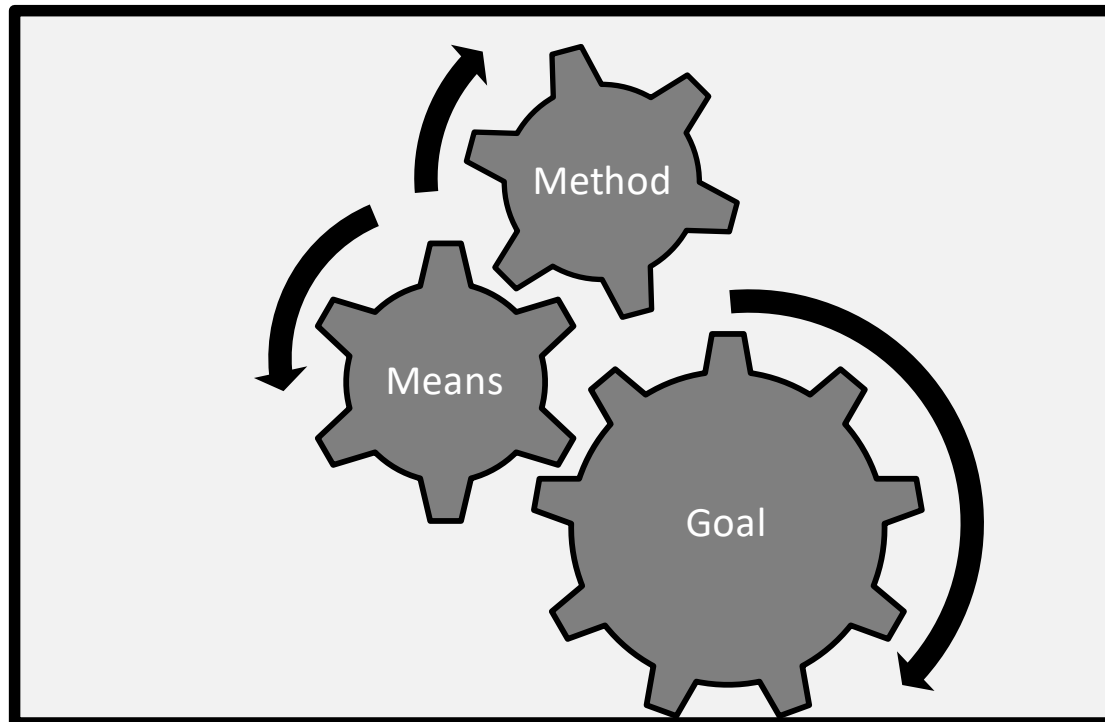


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## VAIL HOUSING 2027

*"A Strategic Plan for Maintaining and Sustaining Community through the Creation and Support of Resident Housing in Vail"*





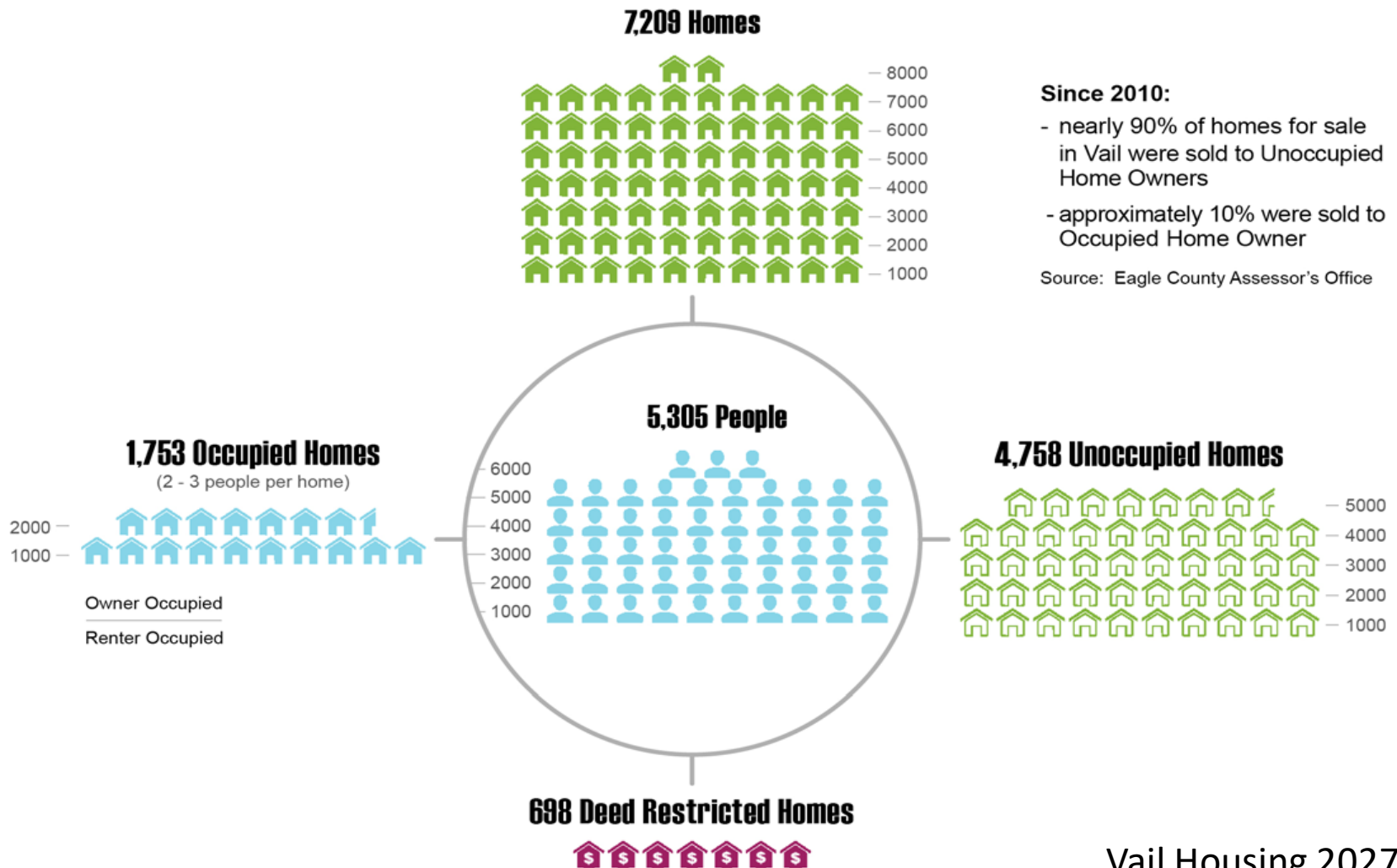
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Learn more at

[vailindeed.com](https://vailindeed.com)

# Delivering on Housing





# Delivering on Housing

***“Our Systems Are Perfectly Aligned to Get the Results We Are Getting”***



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*“...regulation and process represents up to 32% of multifamily development costs. That includes regulations from all levels of government; local regulations account for many of these costs, including zoning approvals and lengthy delays.”*

June , 2018





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***“LIKE FEEDING A DOWNTOWN PARKING METER,  
A LITTLE CHANGE IS THE SOLUTION TO THE PROBLEM”***



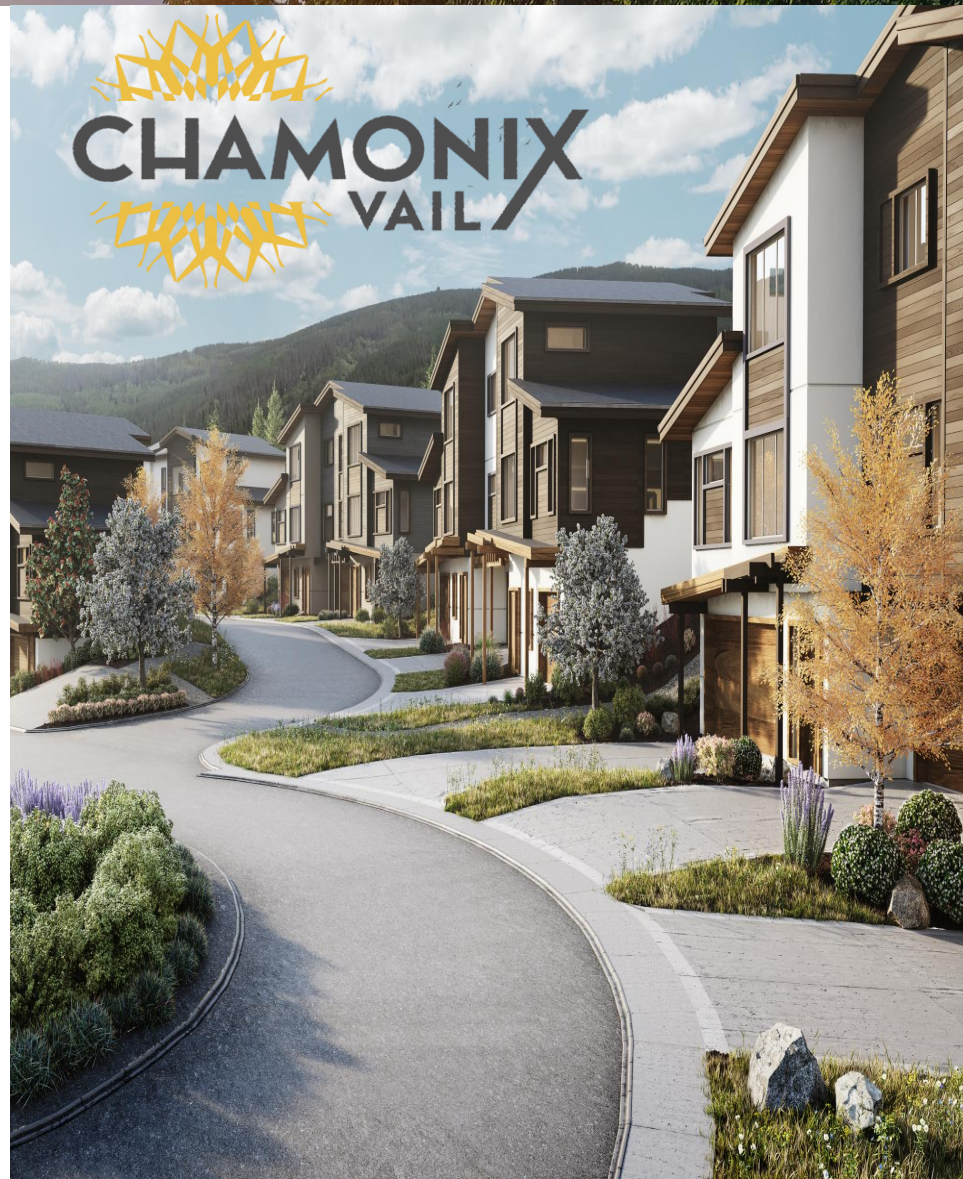


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## HOUSING CHALLENGE SOLUTIONS:

- Vision, Mission, Values
- Right People on the Bus
- Getting to “YES”
- Regulation Reform
- Streamline Processes
- Regional Partnerships
- NIMBY to YIMBY
- Creative Financing
- Restructure Fees
- Entrepreneurial Approach
- Private-Sector Friendly
- Density Done Right





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*“to be the premier international mountain resort community”*



**TOWN OF VAIL**



# Delivering on Housing



***“Realizing Vail’s Vision  
One Deed-Restriction at a Time”***





# Delivering on Housing



value : (noun)

“one’s principles or standards of behavior”

## HOUSING VALUES:

- Developments not projects
- Homes not units
- Quality not quantity
- Wide range of market segments
- Think differently and seek innovative solutions
- Triple Bottom Line approach
- Collaborate and be “*Open for Business*”
- Measure our results and correct course as needed
- Fiscal responsibility and stewards of the public trust

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## CULTURE of GETTING to “YES”

- Facilitators vs. Regulators
- Solutions-oriented
- Codes bend, but never break
- Problems-solvers
- Innovation
- Risk-takers
- Nimble, flexible, adaptable

**“ABSOLUTELY!”**

**“OF COURSE”**

**“YES”**



## HOUSING (H) DISTRICT

PURPOSE – The housing district is intended to provide adequate sites for deed-restricted housing, which due to the nature and characteristics of housing, cannot be adequately regulated by the development standards... each development proposal... appropriately located ... meet the needs of Vail residents.

+ 60 Acres

*“Parking Management”*

“FLEXIBILITY”

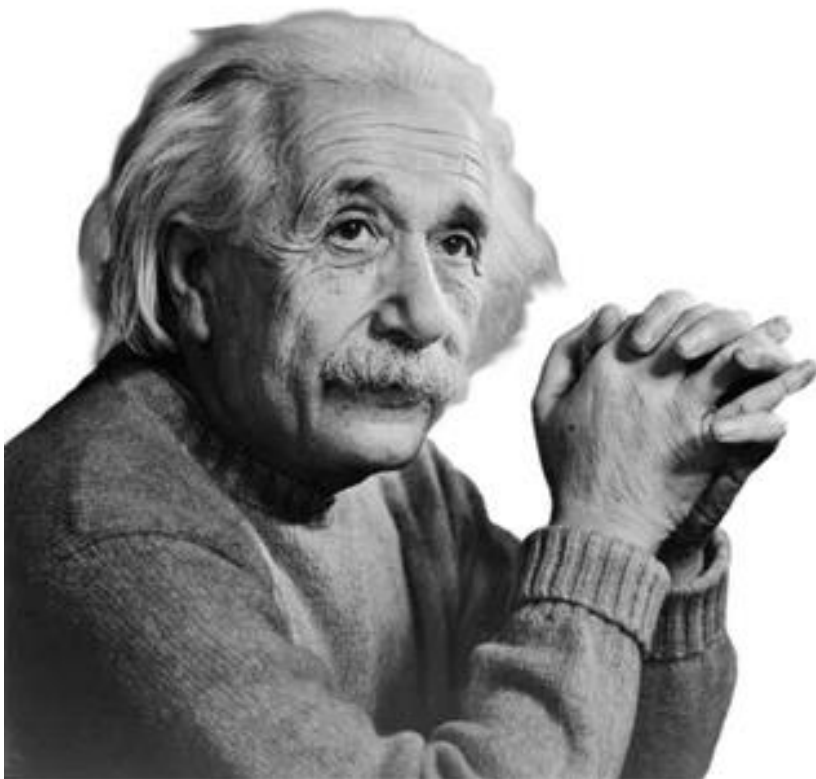
“70% - 30%”

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*“Call Me Crazy, But I Think We All May Be Insane”*

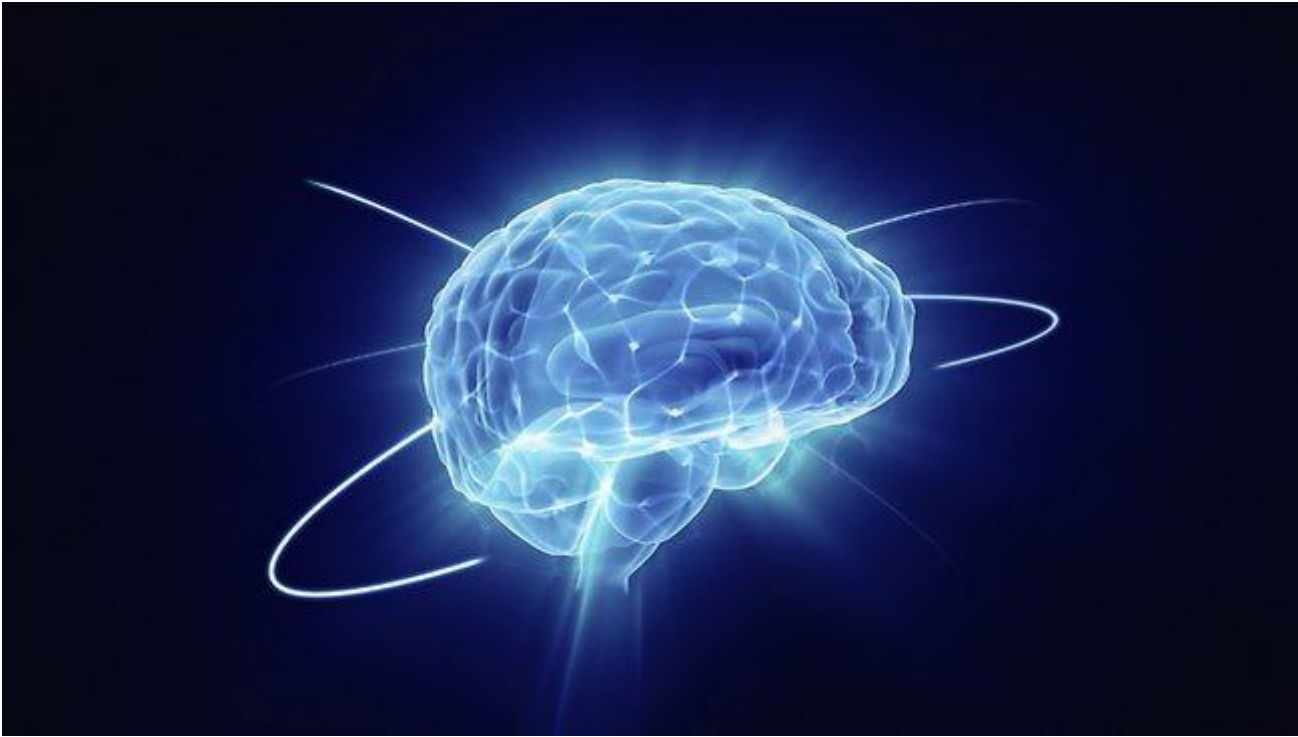
*Definition: In-san-i-ty*



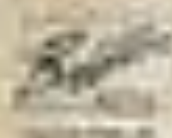
**Insanity:** Doing  
the same thing  
over and over  
again and  
expecting  
different  
results.



# Flashbulb



# Memory



Chicago's AMERICAN

FROM BARRETT  
GREEN  
SPOON  
COMBUST

# PRESIDENT KENNEDY ASSASSINATED!

Judge Smith  
Tells Fear  
of the Mob



Lyndon Johnson  
New President

Exclusive

Johnson Backs  
New...

Here's How We



SPORTS FINAL

DAILY NEWS

# U.S. SHOCKS RUSSIANS 4-3



The United States team, coached by Herb Brooks, defeated the Soviet Union 4-3 in a dramatic overtime game at the 1980 Winter Olympics in Lake Placid, New York. This victory marked the first time the United States won the Olympic gold medal in men's ice hockey. The game was a historic upset, as the Soviet team was widely considered the favorite to win the gold medal. The U.S. team's strategy, led by Brooks, emphasized a fast, aggressive style of play that caught the Soviets off guard. The final goal was scored by Mike Eruzione in the 11th minute of overtime, securing the gold medal for the United States.

"And now, please,  
This is the first time!"

# The New York Times

Let's follow  
the shuttle's path  
from the launch  
pad to the orbit  
and back to the  
Earth's surface.

THURSDAY, JAN. 28, 1986 NEW YORK, ORLANDO, JANUARY 28, 1986

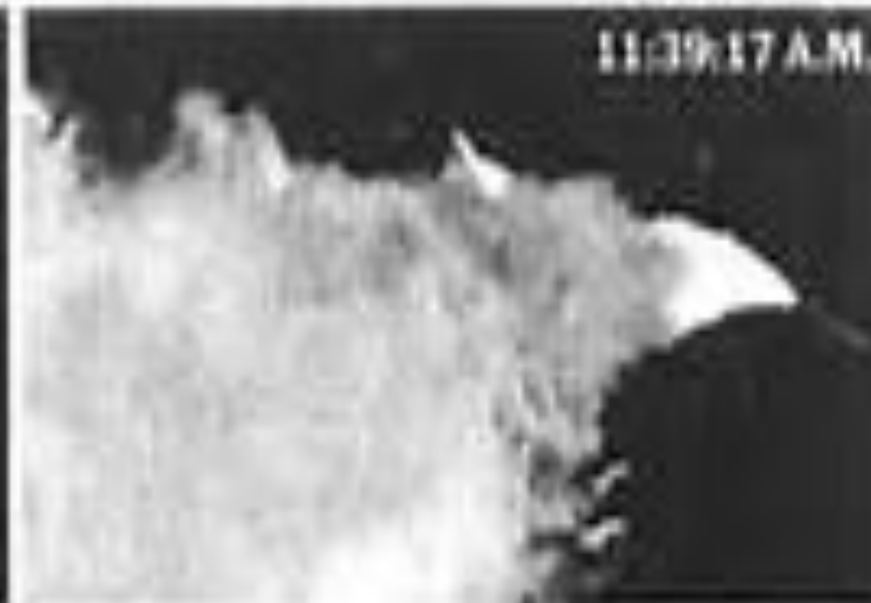
## THE SHUTTLE EXPLODES

**6 IN CREW AND HIGH-SCHOOL TEACHER  
ARE KILLED 74 SECONDS AFTER LIFTOFF**

11:39:13 A.M.



11:39:17 A.M.



**Thousands Watch  
A Rain of Debris**

By William J. Broad  
and John H. Garvey

ORLANDO, Fla., Jan. 28 — The space shuttle Challenger exploded in a ball of fire 74 seconds after liftoff, sending a rain of debris falling to the ground.

The main engine of the shuttle exploded, sending a rain of debris falling to the ground. The shuttle was 100 feet in the air when it exploded.

Challenger, which was launched on Jan. 28, 1986, was the first shuttle to be launched from the Kennedy Space Center.

The shuttle was launched on Jan. 28, 1986, at 11:39:13 A.M.



# BERLIN WALL TUMBLES

## 'Beginning of the End' for Communism

Germany Re-united

By Chris Newhall  
in Berlin, Rome and London

The Berlin Wall was smashed on the stroke of midnight last night amid extraordinary scenes of celebration and joy.

The 3.6-kilometre wall, the only symbol of the divide between Communist Eastern Europe and democratic Western Europe, was finally opened after a day of political confusion in the wake of the fall of the Iron Curtain.

When the sun came down at midnight, thousands of East and West Germans gathered by the wall just a short time of approval and began to dig beneath the checkpoints marking the border between east and west.

Thousands of curious East Germans crowded onto the wall, with and helped to knock down the concrete wall here and there and others.

West Germans, too, were seen. They were seen to be cheering, shouting, and to be tearing down the wall.



Celebrating East Germans tear down the Berlin Wall

"THE NIGHT  
THE LIGHTS  
WENT OUT  
IN GEORGIA"





# Vail Daily

'BRINGING COMMUNITIES TOGETHER'

MONDAY, 3 • 2 • 15 | VAILDAILY.COM | FREE

## Vail's Culinary Catastrophe

Vail's Sweet Basil Restaurant closes for lunch on Mondays and Tuesdays.



Kelly Platt and her son, Mathias Platt, leave the Vail Child Development Center in Avon on Wednesday. The Platts, like many families in the valley, face daunting costs when it comes to child care and have cut out travel and luxuries like going out to eat in order to afford day care.

TOWNSEND BESSENT  
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**WEATHER**  
**COLBY BRASINGTON**  
Vail Christian Academy

**Chance of snow**  
**High 34; low 17** — Weather, B8



**YOUR NEWS**  
**SKI SHOTS**

Submit your winter recreation photos for a chance to see them in a sweet photo spread in the Vail Daily. Email your photos to [COMMUNITY@VAILDAILY.COM](mailto:COMMUNITY@VAILDAILY.COM)

**TOWN TALK**



**FIND YOUR FRIENDS**  
**A15**

**INSIDE**  
**CALENDAR**  
**HIGH LIFE**  
**OUR WORLD**  
**SPORTS**

**B6**  
**B1**  
**A20**  
**A21**

Vol. XXXIV, Issue 259

# Delivering on Housing



## NO ACTION ALTERNATIVE

### Loss of Community

- Nearly 2 in 5, or 38%, of the homes in Eagle County, and 70% of the homes in Vail are classified “unoccupied/vacant
- 2 out of 3 employees and employers indicate the availability of housing is a “major frustration”.
- Housing, by more than double, is the single greatest issue facing the community



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## NO ACTION ALTERNATIVE

### Lost Economic Opportunity

- 76% of Vail business would expand or grow if they could.
- Nearly 1,600 jobs went unfilled last ski season.
- 58% of open positions take more than one month to fill.
- 67% of employers indicate the lack of housing has substantial cost to their businesses.
- Impacts on customer service and guest expectations.





# Delivering on Housing



## The Future is in Your Hands

- Think Differently
- Take Risks
- Embrace Innovation
- Be Bold
- Act Now



# MOON SHINE INK

Truckee/North Lake Tahoe

13 September - 10 October 2018

Vintage 16, Nip 10

Independent Newspaper • Priceless

HOMES  
in Tahoe

Tahoe Economy  
on the Rise pg. 10

“BOLD stroke” for  
Tahoe Housing pg. 5

ART in the roundabouts ...44