



## **SPECIAL CALL BOARD MEETING**

**THURSDAY NOVEMBER 20, 2025 1:00 P.M.**

**WELCH COMER ENGINEERS**

**330 E. LAKESIDE, SUITE 101, CDA, IDAHO**

### **MINUTES**

#### **1. CALL TO ORDER**

**ignite cda** Chair Hoskins called the board meeting to order at 1:00 p.m.

**ignite cda** board members present: Hoskins, Jester, Armon, Garcia, Miller, Evans, Meyer, Mandel

**ignite cda** board members attending via Teams: Metts

**ignite cda** staff present: Berns **ignite cda** legal counsel (via Teams): Quade

#### **2. DISCUSSION OF ATLAS PROJECT PHASE 3 ADHOC COMMITTEE RECOMMENDATION RE. AN ATTAINABLE HOUSING DEVELOPMENT STRATEGY FOR THE PHASE 3 AREA OF THE ATLAS PROJECT SITE**

Ex. Director Berns, Phil Boyd (Welch Comer Engineers), Mark Sindell (GGLO Architects) and Ben Wharton (Heartland Real Estate Consulting) led the discussion of the Atlas Project Phase 3 Adhoc Committee recommendation to the board re. an attainable housing development strategy for the Phase 3 site. Following is a summary of the committee's recommendation to the board extracted from the committee's meeting minutes. Appendix 1 contains the minutes of the Adhoc committee's November 10, 2025 meeting which capture the background, process and data used by the committee to form their recommendation.

##### Summary of Adhoc Committee's Recommendation

*The Committee recommends to the Board the following development concept for the Phase 3 site which includes 100% attainable deed restricted home ownership product. The concept, which includes a courtyard style open space area and public parking areas, depicts the type of residential building product (i.e. single family, twin home, town home or cottage) and the proposed location on the site for each building*

product. The concept optimizes the use of the Phase 3 site by constructing 104 residential units and provides a varied mix of products that touch various affordability levels in the community.

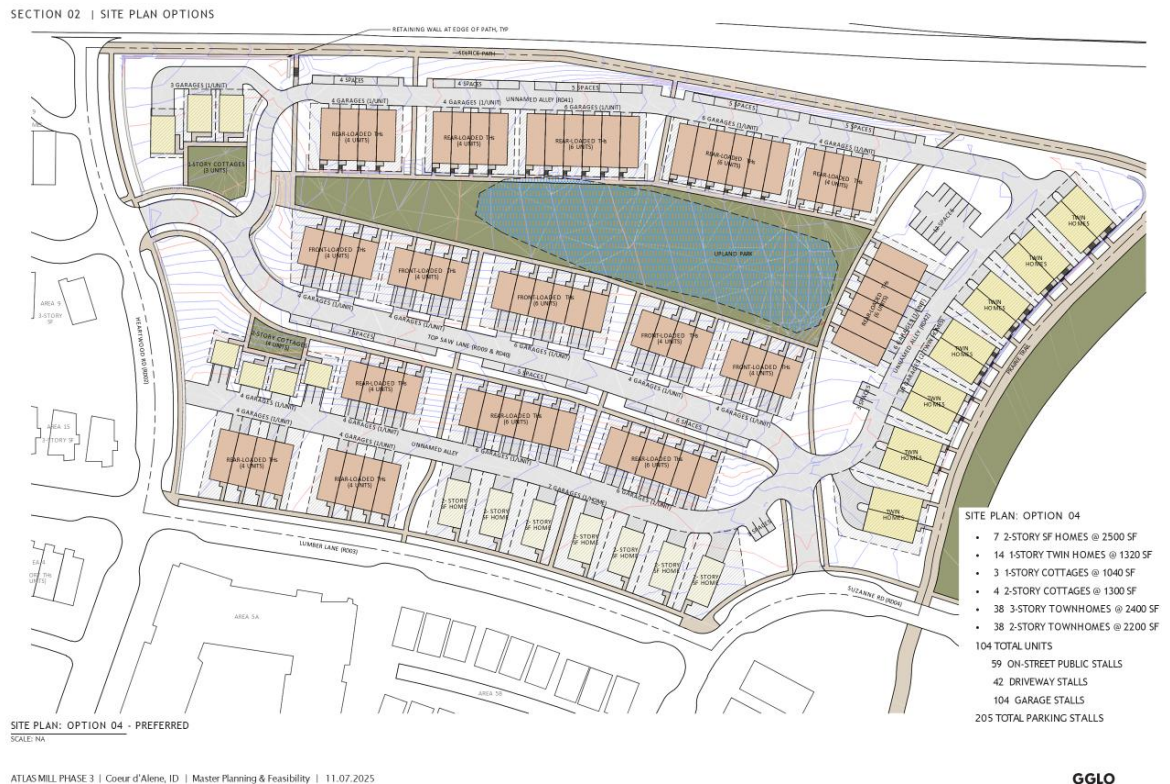


Figure 1. Schematic rendering of proposed Phase 3 attainable home ownership concept.

The Committee reviewed and discussed master plan generated information in the process of forming a recommendation. The primary topic of discussion involved the strategy of working with the private sector on developing the site and ignite cda (or the developer) engaging a third-party entity to manage the long-term nature of the deed restrictions, or work with a non-profit organization (e.g. Habitat for Humanity) who would develop the site and manage the long-term nature of the deed restrictions. The pros and cons of working with these two sectors were discussed by the committee.

During the conversation re. working with either non-profit builders or private sector builders, the Committee leaned toward working with the non-profit building sector which would likely result in further lowering housing development costs and placing taxpayer dollars into non-profit's hands that could be further leveraged in the CDA community for additional attainable housing opportunities.

**Motion by Committee member Meyer, seconded by Committee member Jester, to share the following recommendation with the *ignite cda* board re. an Atlas Project Phase 3 attainable housing development strategy:**

- Utilize the concept as depicted in Figure 1 to develop 100% attainable deed restricted home ownership product on the Phase 3 site,

- *Partner with a non-profit entity (e.g. Habitat for Humanity) to develop the Phase 3 site, and to manage the long-term deed restrictions associated with the development,*
- *Direct the Committee to continue its work on refining the proposed partnership model with a non-profit entity and bring a more refined partnership model back to the board for further consideration.*
- *Direct the Committee to pursue engagement of a professional communication expert to develop a communication outreach package for the Phase 3 attainable housing initiative.*

*Motion carried.*

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The board thoroughly discussed the committee's recommendation which included in depth review of data generated by the committee. Following are board comments:

### **Site Plan**

- Board comments:
  - It would be desirable if guardrails did not need to be installed along the Centennial Trail adjacent to Seltice Way, so attempt to grade the site to eliminate the need for guardrails on the trail.
  - Proposed park area: to put the park in perspective, need to define park area measurements and provide photos of similarly-sized parks with suggested design elements.
  - Proposed park area maintenance: The process in which the park will be maintained, and by what organization (e.g. Master HOA), needs to be discussed and decided upon as it may impact site design.

### **Attainable Housing**

- Board comments:
  - Data for the Area Median Income (AMI) target market tables and graphs needs to be updated to be consistent with the most recent HUD data sources.
  - Concern was expressed on financing options for home buyers as it can be difficult for the target market to provide down payments – this was identified as an item that the future project communication outreach and long-term affordability partners would address.

### **Atlas District Financial Model**

- Board comments:
  - Change the “Atlas District Project Cash Flows – 2024-2039” graph title to say ‘Balance’ instead of ‘Cash Flows’ for clarity.
  - The cash balance in future years may be grounds for supporting the idea of having **ignite cda** fund or otherwise support the maintenance of Phase 3, such as park maintenance. The legal ability to do so needs to be explored further.

### **Builder(s) Options**

- Board comments:
  - Concern was expressed for whether the labor force is present for non-profit building partners – this concern was addressed by pointing out their ability to work with subcontractors and other for-profit builders to fill gaps in labor supply.
  - The idea of incorporating a capital improvement fund with proceeds from non-profit funds developed from the site invested elsewhere in the CDA community was discussed with general approval.

### **Community Outreach**

- Board comments:
  - Stakeholders, companies and industries with a housing need for their workers that fit within the AMI ranges targeted for this project, should be informed of this project to gain their support. Their input could then be used in the development strategy to further connect the mission of this project to the real community need.
  - Support was given for obtaining a community outreach partner for the project in helping navigate any negative perceptions that could arise through the current plan and process.

The board agreed with the committee's strategic direction for development of the Phase 3 site and directed them to continue down the path of evaluating working with a non-profit organization to develop the Phase 3 site, including investigating the value proposition of engaging a communication firm to provide messaging expertise for the attainable housing initiative.

### 3. ADJOURN

The **ignite cda** special call board meeting adjourned at 2:45 p.m. Minutes prepared and submitted by Ex. Director Berns.



**ATLAS PROJECT PHASE 3 ADHOC COMMITTEE MEETING**

**MONDAY NOVEMBER 10, 2025 2:00 P.M.**

**WELCH COMER ENGINEERS**

**330 E LAKESIDE AVE., SUITE 101**

**MINUTES**

**2. CALL TO ORDER**

Adhoc Committee member Jester called the meeting to order at 2:00 p.m.

Adhoc Committee members present: ignite cda (Meyer, Jester, Miller, Berns, Quade), City (Patterson), Welch Comer Engineers (Boyd), Heartland Real Estate Consulting (Wharton)

**2. RECOMMENDATION FROM ATLAS PROJECT PHASE 3 ADHOC COMMITTEE TO IGNITE CDA BOARD RE. ATLAS PROJECT PHASE 3 ATTAINABLE HOUSING DEVELOPMENT STRATEGY**

*Background: The Atlas Project Phase 3 Adhoc Committee (Committee) was formed by the ignite cda board (Board) in September 2024 and given the task of developing a strategy for the Board's consideration re. the possibility of building 50% attainable deed restricted home ownership on the Phase 3 site. This 50% metric was later raised by the Board to the potential of 100% should the Committee deem this the best path to pursue by the Agency. Following is a summary of the Committee's efforts over the past 12 months:*

- *December 2024: members of the Committee met with Habitat for Humanity representatives (ED James Casper and board president Ben Simpson)*
- *February 2025 – Committee met with Habitat for Humanity and Active West Developers (Dennis Cunningham)*
- *March 2025 – Committee met with Panhandle Area Housing Association (PAHA – Maggie Lyons) & Hayden Homes (Deb Flagan)*
- *April 2025 – Committee met with Idaho Housing & Finance Association (IHFA – Gerald Hunter - President)*
- *May 2025 – Committee met to discuss status of effort and next steps*
- *June 2025 – Committee met with Mark Sindell of Architecture / Consulting firm GGLO to discuss possible master planning of the Phase 3 site*

- *July 2025 – Board approved the GGLO / Welch Comer / Heartland Phase 3 Master Planning initiative which included the following elements (the full Master Planning proposal can be viewed in Appendix 1):*
  - Task 1: Housing Mix and Site Layout Options*
    - Task 1.1: Housing Mix Review*
    - Task 1.2: Site Layout Concepts*
  - Task 2: Builder Feedback and Affordability Feasibility*
    - Task 2.1: Builder Interviews*
    - Task 2.2: Construction Cost Estimates and AMI Pricing*
- *August 2025 – Committee met with the Master Planning Team to review strategy concepts*
- *October 2025 - Committee met with the Master Planning Team to review refined strategy concepts*
- *November 2025 – Committee met with the Master Planning Team to develop a recommendation for the Board re. a proposed development strategy for the Phase 3 site including the following elements:*
  - *Development concept*
  - *Potential phasing of development*
  - *Financial implications for the Agency*
  - *Suggested long-term partner for management of deed restrictions*
  - *Communication strategy for the Phase 3 initiative*

### **Recommendation:**

The Committee recommends to the Board the following development concept for the Phase 3 site which includes 100% attainable deed restricted home ownership product. The concept, which includes a courtyard style open space area and public parking areas, depicts the type of residential building product (i.e. single family, twin home, town home or cottage) and the proposed location on the site for each building product. The concept optimizes the use of the Phase 3 site by constructing 104 residential units and provides a varied mix of products that touch various affordability levels in the community.



SECTION 02 | SITE PLAN OPTIONS



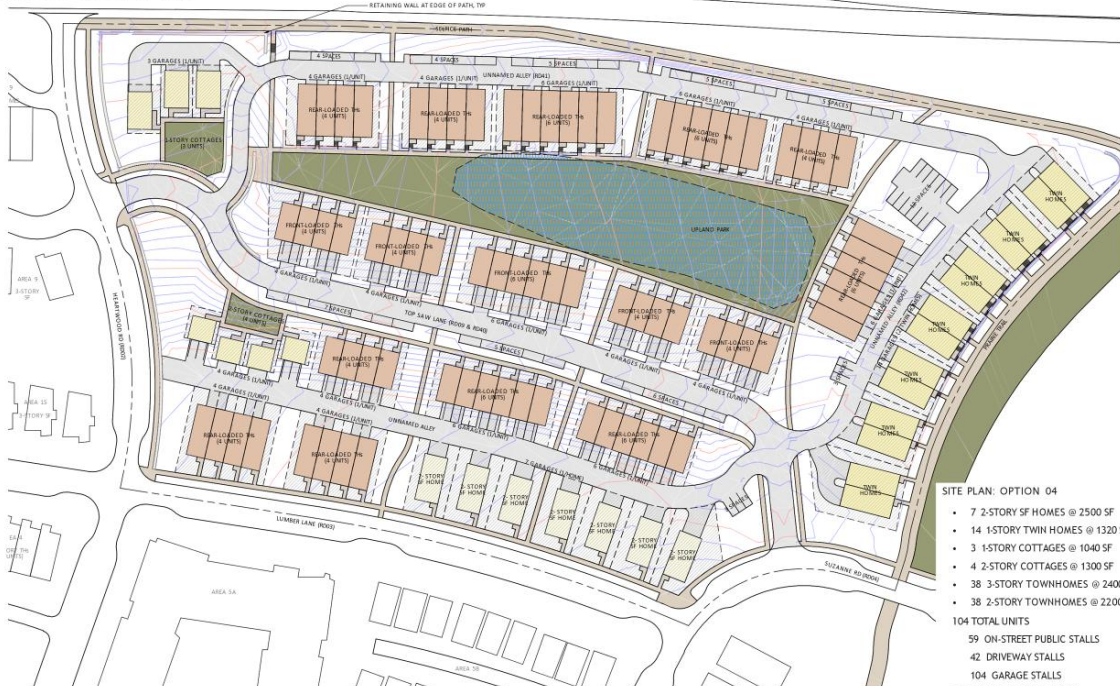
ILLUSTRATIVE SITE PLAN: OPTION 04 - PREFERRED  
SCALE: N/A

ATLASMILL PHASE 3 | Coeur d'Alene, ID | Master Planning & Feasibility | 11.07.2025

GGLO

Figure 1. Color rendering of proposed Phase 3 attainable home ownership concept.

SECTION 02 | SITE PLAN OPTIONS



SITE PLAN: OPTION 04 - PREFERRED  
SCALE: N/A

ATLASMILL PHASE 3 | Coeur d'Alene, ID | Master Planning & Feasibility | 11.07.2025

GGLO

Figure 2. Schematic rendering of proposed Phase 3 attainable home ownership concept.

The Committee reviewed and discussed the following master plan generated information in the process of forming a recommendation. The primary topic of discussion involved the strategy of working with the private sector on developing the site and ignite cda (or the developer) engaging a third-party entity to manage the long-term nature of the deed restrictions, or work with a non-profit organization (e.g. Habitat for Humanity) who would develop the site and manage the long-term nature of the deed restrictions. The pros and cons of working with these two sectors are shown in the following tables/graphics. (Note: some of the following graphics will be updated with more recently available data).

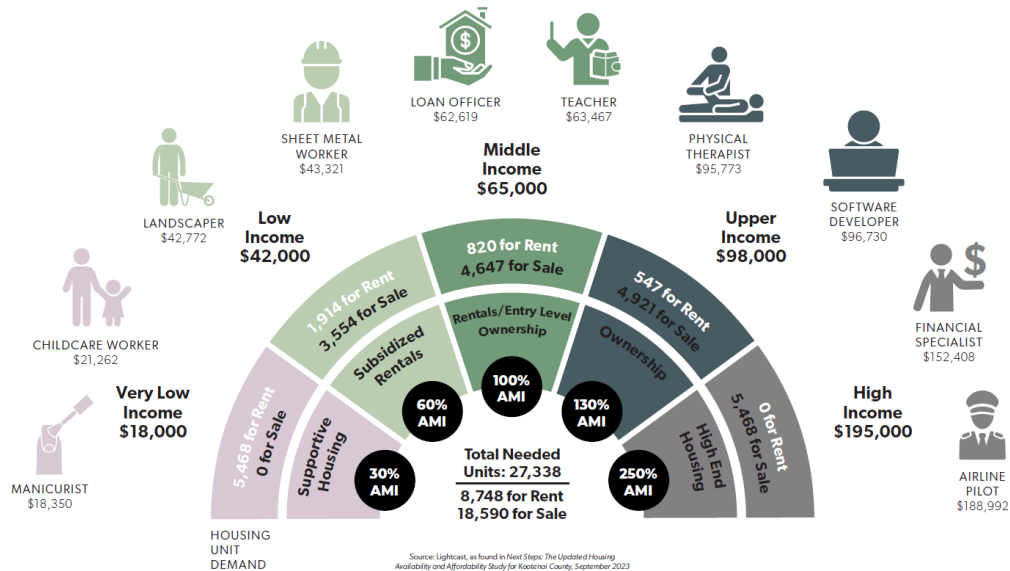


Figure 3. Depiction of Kootenai County AMIs

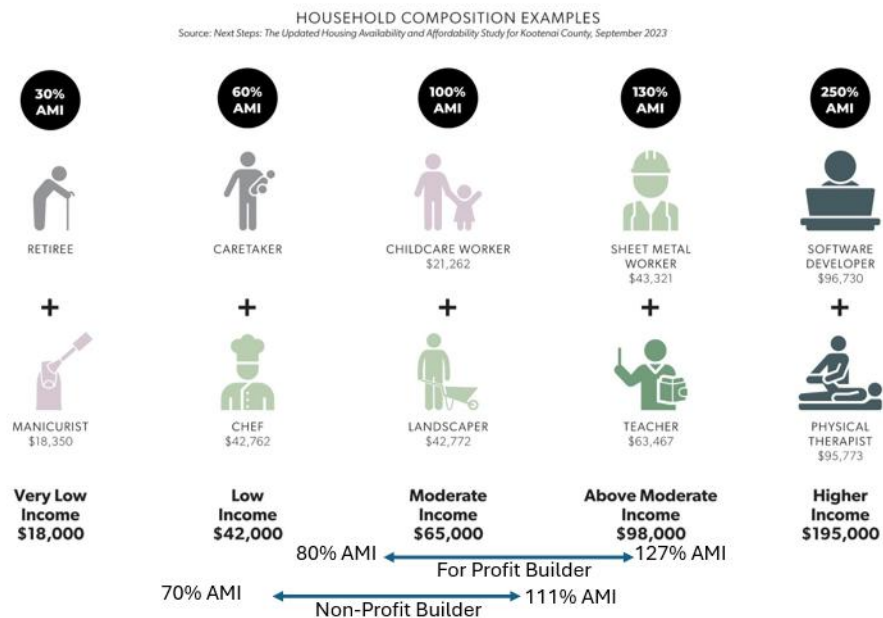


Figure 4. Depiction of Worker Categories per AMIs



# Define AMI Target Market & Phase 3 Ability to hit the Target

## AMI by Household Size (HUD 2025) – Coeur d’Alene, ID MSA

Household Size	80%	90%	100%	110%	120%	130%	140%
1 Person	\$47,360	\$53,280	\$59,200	\$65,120	\$71,040	\$76,960	\$82,880
2 Persons	\$54,100	\$60,863	\$67,625	\$74,388	\$81,150	\$87,913	\$94,675
3 Persons	\$60,850	\$68,457	\$76,063	\$83,669	\$91,276	\$98,882	\$106,488
4 Persons	\$69,200	\$77,850	\$86,500	\$95,150	\$103,800	\$112,450	\$121,100

Typology	Cottage	Townhome	Stacked Flat	Twin Home	Single Family
Household Size	2	3	2	2	4

Figure 5. AMI Chart by Household Size

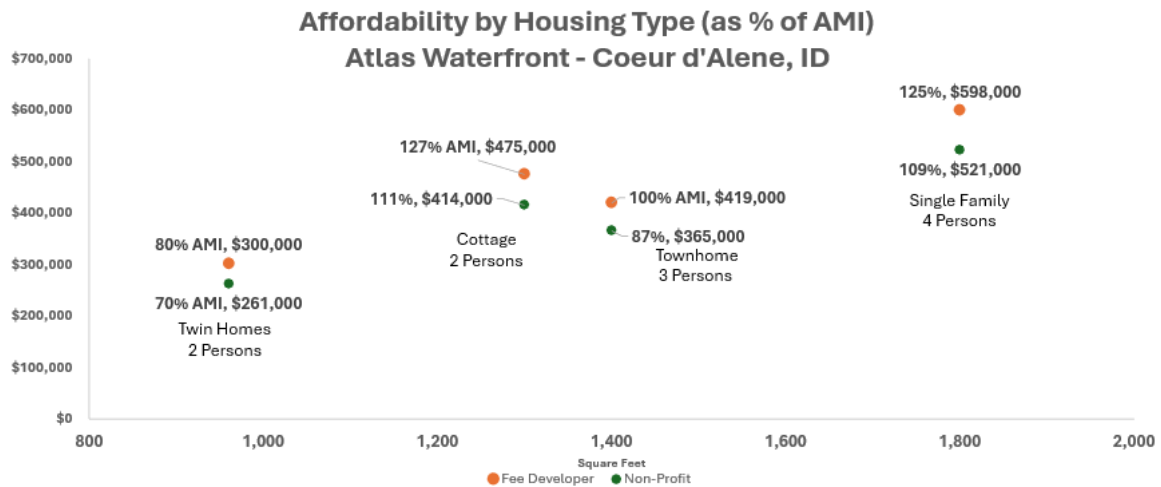


Figure 6. Affordability by Housing Type as a Percent of AMI

## Affordability by Housing Type (as % of AMI)

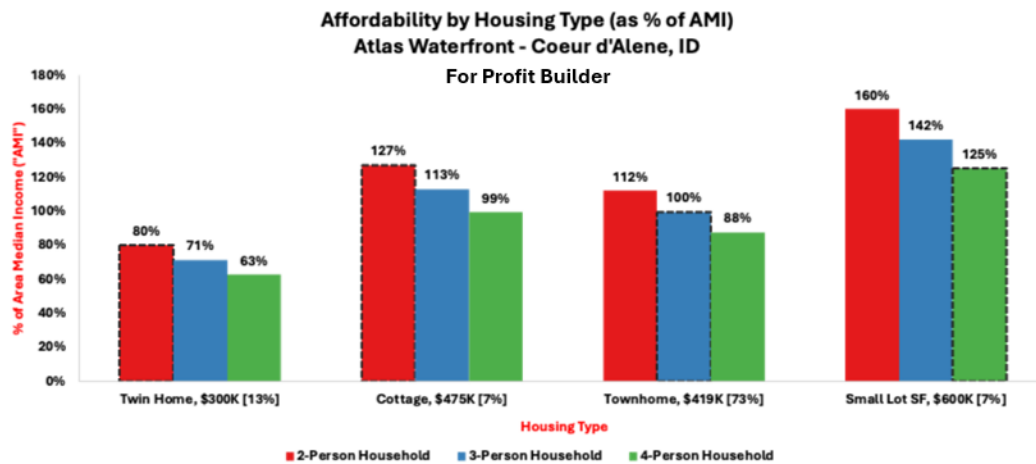


Figure 7. Affordability by Housing Type as a Percent of AMI (Bar Chart)

## Residual Land Value Module – Updated

Atlas Waterfront (Coeur d'Alene, ID)  
Phase 3 Attainable Housing



Land Use	Cottage	Townhome	Twin Home	Small Lot SF
<b>Development</b>				
Average Lot Size	2,500	1,750	3,500	3,500
Average Unit Size	1,300	1,400	960	1,800
<b>Fee Developer</b>	127%	100%	80%	125%
<b>Sale Price Per Unit</b>	\$475,314	\$418,808	\$299,946	\$598,297
Less: Sales Costs	(\$28,519)	(\$25,128)	(\$17,997)	(\$35,898)
<b>Net Sales Revenue</b>	\$446,795	\$393,679	\$281,949	\$562,399
<b>Cost</b>				
<i>Hard Costs \$ / PSF</i>	\$275	\$225	\$235	\$250
Hard Costs	\$357,500	\$315,000	\$225,600	\$450,000
Soft Costs (Excl. Financing)	\$35,750	\$31,500	\$22,560	\$45,000
Financing <sup>1</sup>	\$20,449	\$18,018	\$12,904	\$25,740
<b>Developer Profit</b>	\$33,096	\$29,161	\$20,885	\$41,659
<b>Total Project Costs</b>	\$446,795	\$393,679	\$281,949	\$562,399
<b>Land Contribution - ignite CDA</b>	\$0	\$0	\$0	\$0
<b>Land Value Per SF</b>	\$0	\$0	\$0	\$0
<b>Land Value Per Unit</b>	\$0	\$0	\$0	\$0
Sales Price \$ PSF	\$366	\$299	\$312	\$332
Market Sales Price \$ PSF	\$461	\$437	\$417	\$500
loan-to-cost with an 8.0% interest rate and 12				
RLV PSF	\$0.0	\$0.0	\$0.0	\$0.0
RLV /Unit	\$0.1	\$0.0	\$0.0	\$0.1
# of Units Per Lot	1	1	2	1
Units/Acre	17	25	25	12

Figure 8. Cost Table of Proposed Building Product Types

## Atlas District Project Cash Flows – 2024 – 2039

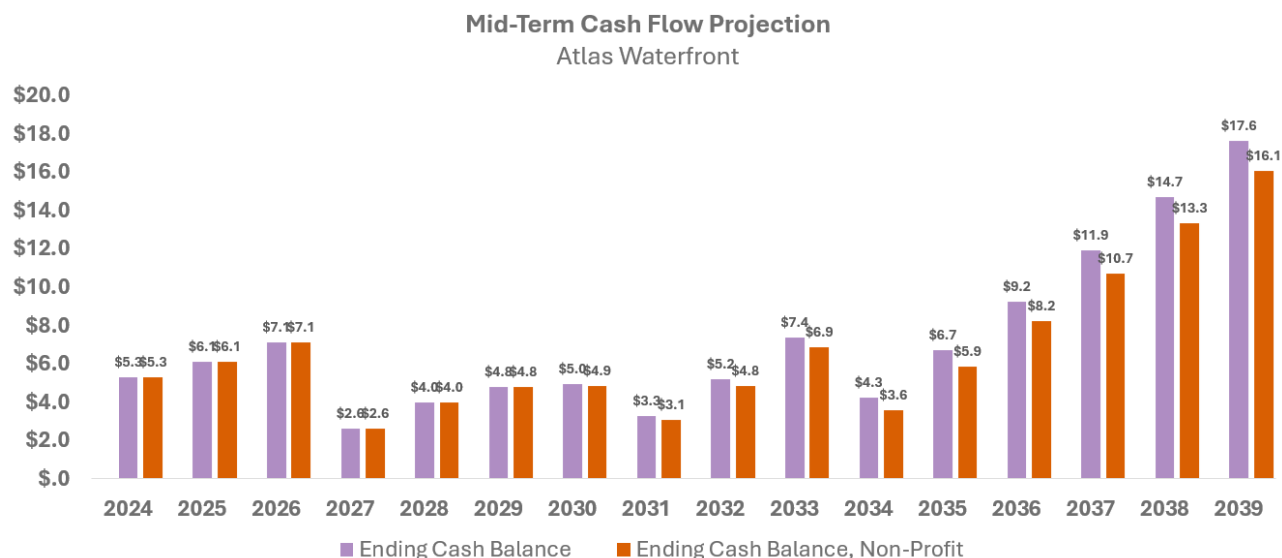


Figure 9. Atlas District Projected Cash Flow Based on Proposed 100% Attainable Housing Product on Phase 3 Site

## Builder Partner Characteristics

### Market Rate Builder(s)

#### 1. Pricing Options

- Fixed Fee
- “Free Market” – tied to an affordability metric (e.g. AMI, House Price)

#### 2. Entitlements – Typical

#### 3. Construction & Absorption

- Multiple Builders Required
- 80-125 % AMI Market Driven

### Non-Profit Builder

#### 1. Pricing Options

- None

#### 2. Entitlements

- Condo Platting

#### 3. Construction & Absorption

- Non-Profit Builder & Sub-Contractors
- 70-110 % AMI



Figure 10. Builder Characteristics: Market Rate Builder vs Non-Profit Builder

# RFP's and Entitlement Process

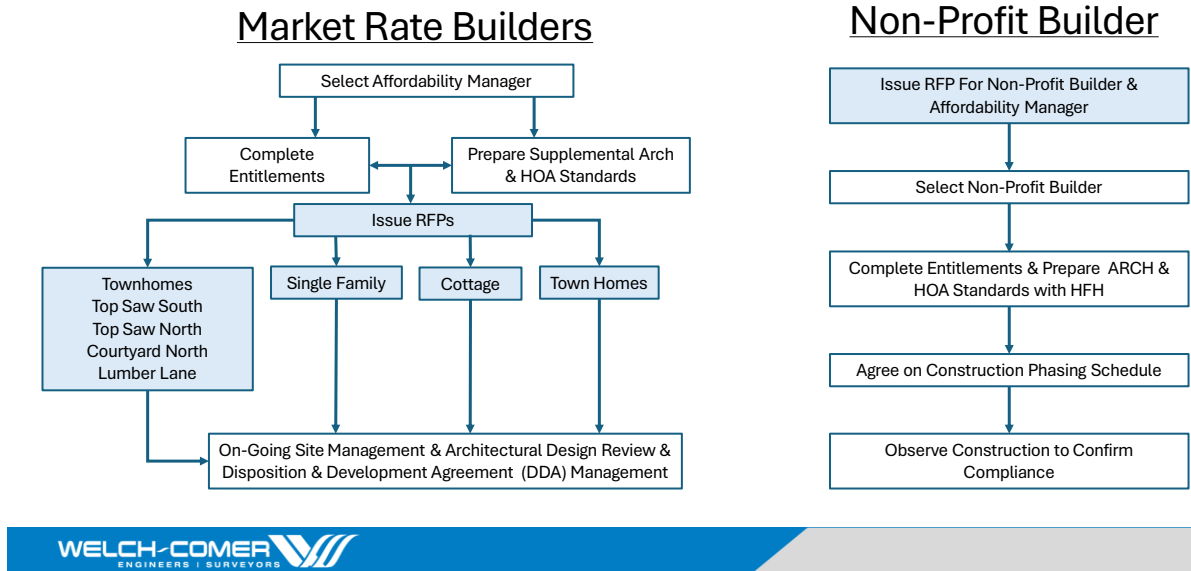


Figure 11. Envisioned RFP & Entitlement Process: Market Rate Builder vs Non-Profit Builder

## Affordability Management Partner Comparison

Category	PAHA	Habitat for Humanity	IHFA/Home Partnership Foundation
<b>Affordability Focus</b>	80%–120% AMI	<80% AMI (can go higher if needed)	Broad reinvestment across AMI tiers
<b>Ownership Model</b>	Fee Simple Shared Equity (deed restrictions)	Land lease + deed restriction model	Revolving shared-equity fund; reinvestment of resale proceeds
<b>Appreciation/Equity</b>	2% per year allowed on both home and lot value	3% annual value growth over original home price	Shared appreciation reinvested into fund
<b>Buyer Selection</b>	Focus on local residents (live/work in Kootenai County)	Focus on income-qualified buyers; some preference for local buyers	Eligibility criteria defined by community or program
<b>Affordability Management</b>	PAHA manages deed restrictions and resales	Habitat manages affordability through resale and 2nd mortgage	IHFA manages perpetual fund; not unit-level resales
<b>Resale Handling</b>	PAHA oversees resale without realtor fees; buyers can pre-qualify list	Habitat facilitates resale with Right of First Refusal deed restriction	Transactional at resale; proceeds reinvested regionally
<b>Development Style</b>	Use market builders to complete single family homes (preferred)	Self perform (with sub-contractors) condo model preferred to maximize density and cost control	Not a developer — serves as financial and oversight entity
<b>Construction/Finish</b>	Maintain high exterior quality standards	Will sacrifice interior finishings quality to preserve exterior quality	NA
<b>Special Programs</b>	Reserve account (\$35/mo) for interior repairs reimbursements	Forgivable 2nd mortgage assistance Reserve account for exterior maintenance (Paint, roof, landscape)	NA
<b>Typical Buyer Demographic</b>	Two-wage-earning households, 22–34 years old, first-time buyers	Wide range; family focus but open to singles and couples	Financial oversight only (non-developer)

Figure 12. Comparisons of Potential Long-Term Non-Profit Partner Business Models



During the conversation re. working with either non-profit builders or private sector builders, the Committee leaned toward working with the non-profit building sector which would likely result in further lowering housing development costs (i.e. no developer profit, lower to no sales costs – see Figure 8) and placing taxpayer dollars into non-profit's hands that could be further leveraged in the CDA community for additional attainable housing opportunities.

**Motion by Committee member Meyer, seconded by Committee member Jester, to share the following recommendation with the ignite cda board re. an Atlas Project Phase 3 attainable housing development strategy:**

- **Utilize the concept as depicted in Figures 1 & 2 to develop 100% attainable deed restricted home ownership product on the Phase 3 site,**
- **Partner with a non-profit entity (e.g. Habitat for Humanity) to develop the Phase 3 site, and to manage the long-term deed restrictions associated with the development,**
- **Direct the Committee to continue its work on refining the proposed partnership model with a non-profit entity and bring a more refined partnership model back to the board for further consideration.**
- **Direct the Committee to pursue engagement of a professional communication expert to develop a communication outreach package for the Phase 3 attainable housing initiative.**

**Motion carried.**

#### 4. ADJOURN

The Atlas Project Phase 3 Adhoc Committee meeting adjourned at 3:40 p.m.  
Minutes prepared and submitted by Ex. Director Berns.

## **Appendix 1**

# **Atlas Phase 3 – Attainable Housing Master Planning & Feasibility Tasks**

## **Purpose**

To support the Ignite CDA Board and its Ad Hoc Committee in developing a practical and well-supported attainable home ownership housing plan for the Atlas Phase 3 site. This includes site layouts, estimated construction costs and affordability estimates.

## **Task 1: Housing Mix and Site Layout Options**

### **Task 1.1: Housing Mix Review**

- Develop a graphic summarizing Kootenai County housing needs by employment type (GGLO)
- Recommend a mix of housing types—stacked flats, townhomes, twin homes, and detached homes—across AMI targets of 100% and 120%. This will be an initial “stab” but iterative based on Task 2 Builder Feedback (GGLO).
- Consider different housing sizes to meet AMI objectives (Heartland, GGLO, WC).

### **Task 1.2: Site Layout Concepts**

- Prepare **two draft layout options** that vary in:
  - Housing type and quantity in a massing model style (Heartland)
  - Public street and private access (e.g. condominium plat) (WC)
  - Water, sewer, storm, power, gas infrastructure layout (WC).
  - Estimate infrastructure and development costs. (WC)
  - Relationship to existing Atlas development (GGLO, WC)

### **Ad Hoc Committee Meeting #1**

- Review housing mix assumptions and initial site layout concepts.
- Review AMI targets.
- Revise layouts and product mix based on committee feedback.

### **Deliverables**

- Housing mix summary with estimated product costs and AMI targets.
- Two draft site massing model layout concepts.
- Housing needs graphics.
- Opinion of project development costs.
- Ad hoc Committee minutes.

## **Task 2: Builder Feedback and Affordability Feasibility**

### **Task 2.1: Builder Interviews**

- Interview 3–5 regional builders experienced in delivering housing for the target income ranges and product types and review conceptual layouts. (Heartland)
- Collect input on construction costs, housing product preferences, and interest in responding to a future RFP (Heartland).

### **Task 2.2: Construction Cost Estimates and AMI Pricing**

- Revise concept layouts based on builder input (Heartland, GGLO WC)
- Update construction costs for each housing type (Heartland)

- Update estimated infrastructure and development costs (WC).
- Analyze affordability based on current financing assumptions (e.g., 10% down, 30-year fixed mortgage, prevailing interest rates) (Heartland)
- Identify if land write-downs are sufficient or if additional funding is necessary to fill the gap to achieve the desired AMI ranges. (Heartland)

#### **Ad Hoc Committee Meeting #2**

- Review builder input and draft affordability findings.
- Assist the committee with developing a recommended option for Board consideration.

#### **Deliverables:**

- Builder interview summary.
- Updated Housing mix summary with estimated product costs and AMI targets.
- Updated opinions of project development costs.
- Draft financial model summary.
- Revised site layout based on Ad hoc committee recommendations.

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#### **Ignite CDA Board Workshop**

- Present Task 1 and 2 findings.
- Summarize Ad Hoc Committee input.
- Discuss preferred direction for master plan refinements.

#### **Deliverable:**

- Workshop slide deck

#### **Potential Future Tasks**

- Infrastructure Design
- Design Guidelines
- Detailed site rendering
- Entitlement Strategy
- Partner Entity to Manage Long-term Deed Restrictions
- RFP Framework and Scoring