



FRVHP Board Retreat

January 9, 2022

Location: Winter Park Council Chambers

Facilitated by: Willa Williford

Purpose of the meeting:

- Job Description and Process for Executive Director Hire
- Refine near-term (one year) and mid-term (three year) goals and strategies for Fraser River Valley Housing Partnership

12:15 – Arrive and Have Lunch – Introductions, reflections, and local updates

12:30 – Executive Director hire – refine job description and confirm logistics

1:30 – Draft Action Plan, Goals, Strategies, and Funding Criteria – discuss and revise document

2:45 – Wrap up and Next Steps

Fraser River Valley Housing Partnership

Executive Director

GENERAL NATURE OF WORK:

Reporting to an appointed Board, the Executive Director has overall leadership responsibility for the planning, and implementation of the goals of the Fraser River Valley Housing Partnership (FRVHP) a multi-jurisdictional housing authority formed in 2022. Performs executive, leadership, and managerial work related to operations of the Partnership and related housing programs. Along with the Board, sets strategic long-term vision for the Partnership and is an integral part in improving affordable housing in the Fraser Valley. Work is anticipated to be fast paced, complex, and require strong executive skills.

MAJOR RESPONSIBILITIES:

- Provide leadership and staff supervision and is responsible for the overall administration and implementation of the programs administered by the Partnership.
- Responsible for the financial management of the Authority including: development and preparation of the annual operating budgets, maintaining performance and adequate internal controls, and seeks external financial sources for future projects. Works and coordinates with external financial management agencies/firms as needed.
- Leads creation and implementation of policy recommendations, funding approvals, partnership creation, and housing stewardship, at the direction of the Board.
- Proactively engages with the Towns and County to support their housing efforts and provide subject matter expertise.
- Responsible for researching and implementing new housing opportunities to meet the needs of Fraser Valley residents.
- Responsible for articulating the FRVHP's vision and developing and implementing the FRVHP's strategic plan to accomplish its mission, goals and objectives.
- Assumes responsibility for the recruitment, professional development, and evaluation of staff.
- Coordinates Authority activities with those of other local, state, federal, and non-profit agencies for the delivery of affordable housing. Collaborates with local entities to facilitate review and revision of development code components as they relate to providing affordable and attainable housing or any relevant issues.
- Serves as the Fraser River Valley Housing Partnership's public relations ambassador representing the Partnership on various boards at federal, state and community functions.
- Acts as contracting officer for the Partnership at the direction of the Board.
- Creates Board and staff development opportunities to grow capacity in understanding below market housing dynamics, opportunities, challenges, and solutions.
- Responsible for the evaluation and monitoring of all programs and employees.

MINIMUM EDUCATION AND EXPERIENCE:

- Any combination of education and experience equivalent to a bachelor's degree in Public Administration, Business, or similar degree and several years of related

experience. An understanding of housing development and financing, personnel management, and public administration is beneficial. Political leadership, advocacy and communication skills are important for this position as well.

DESIRED QUALIFICATIONS:

- Proven experience and results with development projects and ideally experience building rental and/or for sale housing projects.
- Leadership, communication, financial, and technical skills to create opportunities for housing projects and the ability to plan and implement housing projects.
- Ability to develop and understand a pro forma for project construction and operations.
- Experience building or managing below market housing.
- Experience working in mountain, resort, or rural communities.
- Experience procuring both design, construction, and project management talent for the purposes of building a housing project and managing that team to execute a successful development project.
- Experience with financing housing projects and the ability to leverage HUD, USDA, DOLA, low-income tax credit, private, and locally available public funding, grants and loans to create housing projects.
- Ability to work with local stakeholders, and applicable consultants to determine the market demand for housing and the ability to create actionable forward-looking plans to create affordable housing.

Fraser River Valley Housing Partnership Action Plan

Introduction

Purpose

This document is intended to guide the work of the Fraser River Valley Housing Partnership Board and staff in 2023 and until the next action plan update.

Vision

Working households have stable, desirable housing in the Fraser River Valley, enabling them to support our local economy, provide essential services, and thrive as vital members of our community.

Goals

Create and preserve 50-200 [DISCUSS ON 1/9] housing units over the next five years. Support the full spectrum of workforce housing needs from very low income through senior management positions.

Objectives

- Increase the preservation and creation of workforce housing to improve availability and affordability of housing to the workforce.
- Leverage our local funding source to attract outside investments that make below market housing possible. Use our scarce resources efficiently, seeking out partnerships that leverage the skills of private, public, and non-profit sectors to best make workforce housing successful.
- Make geographically strategic investments, supporting the housing needs across the region equitably. Match housing investments with areas of greatest need in the workforce community, tailored to specific conditions of that community and neighborhood.
- Provide stewardship so that workforce housing is desirable, reputable, affordable for the long term.
- Build a portfolio of workforce housing that supports the community, economy, and environment of the Fraser River Valley.

Values

The following core values emerged during the strategic planning process.

Collaboration and Partnerships

No single entity can solve the complex problem of our workforce housing shortage. The Fraser River Valley Housing Partnership will foster a strong collaborative approach, bringing together local government, private sector partners, non-profits, people who have experienced housing instability, and the broader community to harness the best innovations and solutions.

Private sector and non-profit partners also bring knowledge, skills, and resources that are vital to the success of this housing strategy. Private sector partners are anticipated to be integral to the design and construction of new housing. And non-profit partners are anticipated to be engaged in service provision, funding, and development.

Equity and Inclusion

All efforts to develop and preserve housing that is affordable to the local workforce will be inclusive and take particular care to support the populations most negatively impacted by rising housing costs. Each project and initiative that comes out of this strategic plan should proactively include and recruit members from the most vulnerable populations to ensure that housing is being built and marketed equitably.

Accountability and Stewardship

As stewards of taxpayer funds and the below market housing inventory, Fraser River Valley Housing Partnership will create transparent processes for allocating resources, prioritizing investments, ensuring fair access to the housing created, and managing the housing resources for the long term. The Fraser Valley will bring the talent and resources of the local and regional community together to address the financial gap that is a barrier to housing our workforce. The partnership will use State and Federal resources strategically, when their requirements align with the local market and community need. Additionally, they will leverage the expertise of the public and private sectors, to manage risk and use limited resources efficiently.

Roles and Responsibilities

Clear roles and responsibilities, within a collaborative framework, will help to create efficiency, transparency, and accountability. Recommended roles are described within each strategy, and a summary is provided here.

LEAD AGENCY				
Grand County	Granby	Fraser	Winter Park	FRVHP
Land Use Policy, Land Use Review Process, Building Permits and Inspections	Land Use Policy, Land Use Review Process, Building Permits and Inspections	Land Use Policy, Land Use Review Process, Building Permits and Inspections	Land Use Policy, Land Use Review Process, Building Permits and Inspections	Advocacy for best practices in land use that support affordable housing
	Highway 40 Project	Victoria Village Project	Hideaway Junction 2 Project	Special Limited Partnerships for Property Tax Exemptions
STR Regulations	STR Regulations	STR Regulations	STR Regulations and Short Term Fix	
				Oversight of local housing funding: setting criteria, making awards, ensuring compliance
				Land acquisitions for

				future housing development
				Future acquisition and housing preservation initiatives
				Stewardship of housing investments and deed restrictions*
				Eligibility and consumer support for renters and homebuyers

*May also be shared with jurisdictions, who have already created their own deed restriction programs and processes.

Market Indicators

The Housing Needs Assessment (HNA) documents several market indicators that have been trending negatively for workforce housing in the past decade. These market indicators have a scope beyond the control of a single entity, but can be helpful in understanding if community housing efforts are having an impact. We recommend FRVHP prepare a progress report to share with the community every few years. Some goals and objectives are easy to quantify, such as the number of workforce housing units created. Others may take more time can be updated less frequently.

Priority Actions

This housing action plan is intended to set out the actions and strategies that will achieve the communities' housing goals.

In December 2022, the Fraser River Valley Housing Partnership Board identified the following top priority items for their 2023 workplan:

TASK	NUMBER OF VOTES	NOTES
Organizational Capacity		
Hire an Executive Director for the agency	IIIIII	Key Priority
Finalize Org Docs	I	Admin task
Have an open dialogue established with the community with transparent communication about what we are working on as a board	I	Task for ED
Strategic Planning and Priorities		
Identify top three to five projects/priorities and create strategy to implement	III	
Decide our goals regarding rent/own and role of private parties BEFORE we hire an ED	I	Use notes in this document to begin?
Establish process for partnerships; goals and priorities and criteria	II	Use notes in this document to begin?
Funding and Partnerships		
Define participation in local projects – cover tap fees, project gap, RFP or other approaches; plan for partnering with towns and what that structure/time looks like for Board and staff members	III	Key priority – begin concurrent with ED hire?

Understand our role in current and proposed projects		
Create a budget for our tax revenue.	I	Admin task – underway? Will need Board direction and approval
Apply for State Funding	I	Need to match timing and project.
Learn funding landscape from CHFA and Colorado Division of Housing	I	Ongoing Board and staff development topic
Town Financial Support	I	Not sure what this refers to
Review proposals from local jurisdictions	I	Could be wrapped into first topic in this section.
Learn how to best leverage our dollars	I	Ongoing Board and staff development topic
Projects and Tactics		Discuss on 1/9
Purchase Land (2 parcels?)	II	
Purchase Existing Housing/Buildings (3 buildings?)	III	
Partner with Employers	I	
Understand the costs behind building and the process to get there	I	Ongoing Board and staff development topic
Survey available current buildings and land	I	
Have a pipeline in place with at least one project under construction and 2 others in the queue	II	

Develop relationships with nonprofits who have housing goals, understand their goals and how we can be a part of their strategy	I	
Participate as partner in new rental housing developer	II	

DRAFT Project Criteria [Discuss 1/9]

- ***Housing Need:*** are we responding the full spectrum of housing needs in the valley, from very low income through 200% AMI? Our initial priorities are rental projects that support our essential year-round workforce (currently defined as 30-150% AMI). Over time, we seek to support a broad spectrum of homeownership opportunities as well.
- ***Geographic Diversity:*** are our investments being made equitably across the geographic area? Our initial priority is to support a project in each of the three municipalities within the first three years of operations. Support for projects in the unincorporated county area will depend upon access to infrastructure (water, sewer, streets) and ability to meet the other project criteria such as value and housing need.
- ***Value and Fiscal Responsibility:*** how FRVHP can have the biggest impact within a given project, creating the most value with regard to funds invested/units created? Considerations include predevelopment funds, gap financing, fee waivers, leverage of other grants and resources like LIHTC. With limited resources, we seek to make impactful investments that catalyze projects that might not otherwise happen. We seek to make investments that will contribute to long term affordability.
- ***Partner Experience:*** what unique attributes and successful track record make them best suited to working in Fraser River Valley? We seek to create successful partnerships where each partners' role is clearly defined and a successful outcome could not be achieved without them.

FRVHP Strategic Planning Work Session Notes

12/3/2022

In Five Years, I would consider FRVHP a success if...

- Mill levy \$ is used to build projects and acquire land/purchase existing housing; one project under construction and others in the planning phase
- Strong systems in place for supporting tenants and buyers; good eligibility process
- Leverage/springboard for getting more housing to happen
- Projects are sustainable with rents or sale prices – no ongoing subsidy
- Sizable number of homes developed – 100?
- Mix of incomes
- Mostly rentals
- Strong public trust
- Solid Board that is able to unite and get units in the ground.
- Deed restrictions are trusted and easily administered
- Have hired a good executive director
- Have short (5year) and long (10 year) plans
- Define support from Towns and County and how they can assist further
- Purchase land and dilapidated properties
- Providing gap funding for housing developments in addition to Town funding and grants to make it affordable
- Provides consultation services to help Towns get new housing built
- Provides property management, with professional staff onboard
- Actively applying for and receiving grant funding from state and federal sources
- 200 units of affordable rentals
- Cash flow being reinvested in additional rental housing and ownership projects
- All projects are green
- All projects have access to LYFT
- Plan for impact fee on the ballot
- Add definition to partnerships
- 100 rentals and 100 ownership units
- Strong staff – low turnover
- Strong relationship with employers
- Explore IZ with jurisdictions
- At least two programs in support of single-family homes to buy
- Keep current affordable housing in the inventory
- Acquire multiple parcels
- ED, grant writer, real estate broker, and project manager on staff
- Built at least 50 housing units

Disappointed if....

- No projects in place or on the pipeline
- Still struggling to find the right person for the Executive Director position.
- Seeing negative press on what we have failed to accomplish as a board.
- Loss momentum
- Loss confidence of the community
- Low communication/public trust
- No outside funding resources coming in
- Projects suffer financially, or don't support local workforce

Top Qualities Desired in an Executive Director:

- Collaborative parent w/regional entities and people.
- Trustworthy, reliable
- Understanding the private sector and municipalities and how they work together.
- Leadership, confidence in decision making, and ability to work independently.
- Understanding funding sources, grant writing, and having a track record of success.
- Experience managing consultants, real estate/finance professionals
- Organizational skills, deadline oriented.
- Wants to live in Grand County.

Questions:

- Someone fresh and new? Local? Or focus on experience and bringing someone in?
- Salary range?
- Where to office?
- How to recruit?

Who to be umbrella org for payroll, benefits etc?