

# FRASER RIVER VALLEY HOUSING PARTNERSHIP

## Regular Meeting

Monday, December 11th, 2023

Winter Park Council Chambers  
3:00 pm



Join Zoom Meeting: <https://zoom.us/j/95730767861>

Meeting ID: 957 3076 7861

One tap mobile: +17193594580,,95730767861#,,,,\*502301# US

## Agenda

1. Meeting Call to Order
2. Consent Agenda
  - a. Approving meeting minutes from the November 27th Regular Meeting
  - b. Conflict of Interest Forms distributed to Board for 2024
3. Public Comment
4. Discussion Items
  - a. Grand Foundation Presentation / Discussion - Megan Ledin
  - b. Discussion regarding the Summit at Granby LIHTC - Austin Richardson
  - c. Housing Strategy Meeting update - Sandra & Skylar
  - d. 2024 Meeting Schedule
  - e. Board Officer Selection Process
  - f. Financial Report
5. Executive Director Report & Working Group Updates
6. Action Items
  - a. Resolution 28: Supporting a low-income housing tax credit application by the Summit Housing Group for the Summit at Granby and authorizing the board chair to sign a letter of support, supporting documents, letter of support for funding, and non-binding term-sheet.
  - b. Resolution 29: Acknowledging the intention of the Fraser River Valley Housing Partnership to participate in the summit at Granby as a special limited partner; and the exemption of property taxes for the Summit at Granby
  - c. Discussion and possible Motion to select Realtor Services Provider
  - d. Discussion and possible Motion on Byson Proposal
  - e. Motion to identify two board members for development scenario work group
  - f. Discussion and possible Motion to issue Public Relations RFP

7. Other Items for Discussion

8. Adjourn

## MEETING MINUTES

**DATE:** Monday, November 27, 2023 at 3:00pm  
**MEETING:** Fraser River Valley Housing Partnership Board,  
Regular Meeting  
**LOCATION:** Winter Park Council Chambers & Zoom  
**PRESENT:** Skylar Marshall, Sandra Scanlon, Michael  
Johnson, Robyn, Wilson, and Al Furlone.  
Present on Zoom: Ken Jensen  
Deb Brynoff had a planned absence



**OTHERS PRESENT:** Rob Clemens, Alisha Janes, Keith Reisberg, Sarah Catanzarite (zoom),  
Nicole Schafer (zoom)

1. Meeting Called to Order at 3:01pm

Roll Call: Skylar Marshall, Sandra Scanlon, Robyn Wilson, Al Furlone, and Mike  
Johnson attended in person. Ken Jensen attended via zoom.

2. Consent Agenda

Sandra Scanlon moved, Skylar Marshall seconded. Motion unanimously approved for  
meeting minutes from November 13, 2023.

3. Public Comment

No public comment was made

4. Discussion Items

a. Realtor RFP Review

Rob Clemens and Skylar Marshall recused themselves from discussion. Sandra  
Scanlon reviewed the pros and cons of the proposals. The Board requested  
follow up questions.

b. FRVHP Strategic Plan Review

Agenda was changed to move Strategic Plan review prior to Developer  
Proposals.

c. Development RFP proposals

Four proposals were discussed and follow up questions will be sent to the  
Developers.

d. Housing Strategy Meeting

e. Metrics for Executive Director - Establish an Executive Director Report

5. Working Group Updates

Alisha Janes from the Town of Winter Park discussed the Hideaway Junction Open  
House taking place on November 29, 2023 from 6:30-7:30pm.

6. Action Items

a Motion to issue Developer RFP with a rolling acceptance, review priority at the end of each month, and pro forma requirement prior to funding.

Sandra Scanlon motioned, Michael Johnson seconded. Motion unanimously passed.

b. Motion to select Realtor Services Provider.

Tabled pending more information

7. Other Items for Discussion

Rob Clemens shared an intent to provide an RFP for Public Relations Services

9. Meeting adjourned at 5:04pm.

**Conflict of Interest Policy**  
**Adopted 10/09/2023**  
*Fraser River Valley Housing Partnership*



## **Section I – Purpose**

The purpose of this policy is to protect the interests of the Fraser River Valley Housing Partnership by: (a) preventing the personal interest of the Board and Employees from interfering with their duties to the organization and (b) avoiding any unethical financial, professional, or political gain on the part of such individuals. The intent of this policy is to supplement, not replace, any applicable federal, state, or local laws regarding conflicts of interest.

## **Section II – Persons Concerned**

This statement applies to Board Members, Officers, and all Employees who can influence the governance and actions of the Fraser River Valley Housing Partnership. This includes anyone who makes financial decisions, might be referred to as “management personnel,” or have proprietary information regarding the Fraser River Valley Housing Partnership.

## **Section III – Procedures**

### 1. Duty to Disclose

Each Member, Director, Officer, and Employee is under an obligation to disclose the existence or potential existence of a Conflict of Interest as it arises.

### 2. Investigating Conflicts

When a potential Conflict of Interest is disclosed, the Governing Board will then provide the individual with an opportunity to disclose all material facts. The Board will collect all pertinent information and question the involved parties. If it turns out that a conflict does not exist, the inquiry will be documented but no further action will be taken.

### 3. Addressing a Conflict of Interest

If the Board determines that a conflict of interest exists, they will take the appropriate actions to address the conflict. This may include (but not be limited to): (a) prohibiting any Interested Parties from voting on any matter related to said Conflict of Interest or (b) terminating employment or appointment with the Fraser River Valley Housing Partnership.

Affected parties both within the Fraser River Valley Housing Partnership, including directors, and employees will be notified. If the Conflict of Interest in question involves a member of the Board, that individual will be excused from deliberations.

#### 4. Disciplinary Action

All conflicts of interest will be reviewed on a case-by-case basis. The board has full discretion to deem what disciplinary action is appropriate and necessary for disclosed conflicts of interest.

If the governing officers reasonably believe a member or staff member failed to disclose an existing or possible Conflict of Interest, it shall inform the individual of the rationale for such belief and grant the individual an opportunity to explain the alleged failure to disclose the Conflict of Interest.

After hearing the individual's response and investigating further as warranted by the circumstances, the governing officers may take appropriate disciplinary action, including removal from the position at the organization. Position replacement of Board Members will follow the vacancy process outlined in the Fraser River Valley Housing Partnership Bylaws.

#### 5. Notice of Annual Statements

Every Member, Director, Officer, and Employee must sign a Conflict of Interest Disclosure Statement upon said individual's appointment, term of office, or employment with the Fraser River Valley Housing Partnership and must do so annually. Failure to sign does not nullify the policy.

### **Section IV – Acknowledgment**

By signing, the individual named below understands what constitutes a Conflict of Interest and understands the procedure for addressing them with Fraser River Valley Housing Partnership, including their duty to disclose any known or potential conflicts of interest.

The signee agrees to abide by the procedures set forth by this policy for the duration of their relationship with the Fraser River Valley Housing Partnership.

Name (printed): \_\_\_\_\_

Date: \_\_/\_\_/20\_\_

Signature: \_\_\_\_\_

# Housing Strategy Meeting 11/29/2023

## Fraser River Valley Housing Partnership Guiding Principles



### Collaboration and Partnerships

No single entity can solve the complex problem of our workforce housing shortage. The FRVHP 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. We seek to proactively include and recruit members from lower income and underrepresented populations to ensure that housing is responsive to their needs and being built and marketed equitably.

### Accountability and Stewardship

As stewards of taxpayer funds and the below market housing inventory, FRVHP 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, we will leverage the expertise of the public and private sectors, to manage risk and use limited resources efficiently.

We will 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 and be updated less frequently.

# 2027 Housing Needs Targets



AMI (2021)	<60% AMI	60.1-80%	80.1-100%	100.1-120%	120.1-180%	>180%
MAX Income (2-person)	\$42,300	\$56,400	\$70,500	\$84,600	\$126,900	>\$126,900
Ownership Units = 240	45	20	25	25	50	75
Rental Units = 450	130	85	65	15	85	70
Total Units= 690	<b>175</b>	<b>105</b>	<b>90</b>	<b>40</b>	<b>135</b>	<b>145</b>

A couple moving to the region would need to make \$178,841 to afford a \$685,000 median home, at an 8% interest rate, with \$450 in HOA & Utility costs, with no more than 30% of gross income towards home expenses.



## Who's Here

- **Ted Cherry** - Town Manager - Town of Granby
  - [tcherry@townofgranby.com](mailto:tcherry@townofgranby.com)
- **Nicole Schafer** - Assistant Town Manager - Town of Granby
  - [nschafer@townofgranby.com](mailto:nschafer@townofgranby.com)
- **Michael Brack** - Town Manager - Town of Fraser
  - [mbrack@town.fraser.co.us](mailto:mbrack@town.fraser.co.us)
- **Sarah Catanzarite** - Assistant Town Manager - Town of Fraser
  - [scatanzarite@town.fraser.co.us](mailto:scatanzarite@town.fraser.co.us)
- **Keith Riesberg** - Town Manager - Town of Winter Park
  - [kriesberg@wpgov.com](mailto:kriesberg@wpgov.com)
- **Alisha Janes** - Assistant Town Manager - Town of Winter Park
  - [ajanes@wpgov.com](mailto:ajanes@wpgov.com)
- **Sheena Darland** - Grand County Housing Authority
  - [sdarland@co.grand.co.us](mailto:sdarland@co.grand.co.us)
- **Catherine Ross** - Winter Park-Fraser Chamber of Commerce
  - [cross@playwinterpark.com](mailto:cross@playwinterpark.com)
- **Sarah Cichon-Douglas** - Destination Granby
  - [sarah@destinationgranby.com](mailto:sarah@destinationgranby.com)
- **Lisa Cooper** - Executive Director - Habitat for Humanity of Grand County
  - [lcooper@habitatgrandcounty.org](mailto:lcooper@habitatgrandcounty.org)
- **Sallie Arnold** - Board President - Habitat for Humanity of Grand County
  - [salliearnoldhabitatgc@gmail.com](mailto:salliearnoldhabitatgc@gmail.com)
- **Jeremy Krones** - Colorado Headwaters Land Trust - Could not attend
  - [jeremy@coloradoheadwaterslandtrust.org](mailto:jeremy@coloradoheadwaterslandtrust.org)
- **Skylar Marshall** - Board Member - FRVHP
- **Sandra Scanlon** - Board Member - FRVHP
- **Rob Clemens** - Executive Director - FRVHP
  - [rob.clemens@frvhp.com](mailto:rob.clemens@frvhp.com)
- **Willa Williford** - Facilitator



**Grand County**  
Colorado



## Agenda

- Welcome and Thank you
- Working Lunch
- Sharing of Organizational Success in 2023
- Sharing of Housing Initiatives and Plans for 2024
- Identifying Hurdles in 2024



## Executive Summary

**Stakeholders in Attendance:** 15 participants were able to attend the meeting and represented 8 organizations. Grand Foundation and Colorado Headwaters Land Trust were not able to attend and will need to be included in subsequent planning conversations.

**Milestone Accomplishments in 2023:** successes across the organizations including approvals of new revenue streams to support affordable housing for Granby and Winter Park, pre-construction plans for developments including Highway 40, Victoria Village, and several Winter Park sites, and lease ups of completed projects including Mill Apartments, Winter Park Seasonal Housing and Fireside Creek Apartments.

**Looking Ahead:** 2024 has a strong focus on infrastructure construction, engineering and architecture and economic feasibility for multiple projects. If these developments are successful, they could produce up to 250 rental units and about 150 ownership opportunities over several years. Organization's are seeking to expand support programs and may benefit from aligning resources and programs across multiple providers.

**Hurdles:** There are several macro hurdles that will challenge the viability of projects in 2024 and beyond. The cost of capital and increasing building costs are requiring more resources to fill the gap between construction and affordability. Hurdles that are within our local control include access to quality relevant data, coordination of communication, greater coordination of grant funding and ongoing property management staff capacity. Identification of these local hurdles can inform strategic direction for our organization in 2024.



## **2023 Successes**

Voter approved lodging tax increase to generate ~\$1M to fund community initiatives (housing and child care)

Inclusion of affordable housing in Development Agreements

50 units leased up in Fireside Creek Apartments

Broke ground on 10 units for ownership in Hideaway Junction II

## **2024 Plans and Initiatives**

Hideaway Junction II completion will provide 10 units for ownership

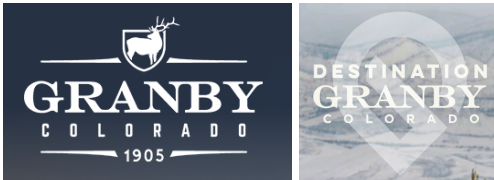
Predevelopment planning for Hideaway Junction III (~10 units for ownership)

Development and Implementation of a Turnkey Condo Program in lieu of Land Dedication

Conditional Zoning Policies including ADU opportunities

Wind down Short Term Fix program with a goal of establishing a Medium Term Fix program

Collaborate with Winter Park Resort on Master Plan updates and additional workforce housing



## **2023 Successes**

Destination Granby has supported the Town of Granby efforts in 2023

Ordinance passed for STR fee to generate ~\$800k annually (beginning in 2024) to help fund housing initiatives

Required NEXUS study and agreement on reasonableness of fee amount

HWY 40 Project for 251 units has gone through pre construction planning

Positive action on grant funding for infrastructure

Deed of land to the Town was a long process that was finalized in late 2022.

## **2024 Plans and Initiatives**

Naming of HWY 40 project in collaboration with Destination Granby

Financial stack for HWY 40 - infrastructure grants and \$7.7M gap; invited to apply for Stronger Communities funding

9% LIHTC project with 50 units - private developer applying in February

Private Partnership In-fill project for 7 units

Habitat Project - supporting the 6+18 units

Water / Sewer Taps and Infrastructure management



## **2023 Successes**

Victoria Village pre construction planning and community engagement

Ordinance for STR Fee passed in 2022 - rate increase in 2023

## **2024 Plans and Initiatives**

Ordinance for STR Fee passed in 2022 - rate increase in Oct 2024 could generate \$600k for community housing

Victoria Village infrastructure in summer 2024 - seeking grant funding

Phase I of Victoria Village should bring high density affordable rents online in 2025

Ordinance to form Downtown Development Authority (which would include Victoria Village)

April 2024 ballot to allow Tax Increment Financing and Debt Bonding

Land Use Policy Review

Anticipated Annexation Application for 128 acres

Re-Platting of land around Town Hall to allow affordable housing after Public Works is relocated



# Grand County

Colorado

## 2023 Successes

Grand Foundation collaboration led to Black Bear Apartments - Grand Lake workforce housing

10 units serving 50%-120% AMI

Served Troublesome Fire families as a priority

Mill Apartments should be fully leased by the year end.

Several 40%-50% AMI units still to be leased; this demographic is present in the community, but has not desired this site.

## 2024 Plans and Initiatives

Predevelopment work to add 20 units and bring Black Bear Apartment capacity to 30 units.

Expanding the Rehab Program to help locals to stay in their homes

Kremmling is working on an ADU Policy



## **2023 Successes**

Prop 123 Land Banking Application for 3 parcels in Granby (24 units)

Completed 2 units in Hot Sulphur Springs in spite of 367 day permit delay

Land Donation Discussions began

Critical Home Repair Program reinstated

## **2024 Plans and Initiatives**

Finalize Land Donations for Habitat Construction

HSS Building completions

Expand USDA loan use (Zero Down payment and significantly lower mortgage interest rate)

Controlling building costs through donations and modular building techniques

Prop 123 Land purchase of parcels - would allow 24 units

6 units would be Habitat's responsibility and meet Habitat Program requirements

18 units would comply with Prop 123 requirements and requires other builders to meet timeline

See other funding, if Prop 123 grant is not awarded; should hear back in early 2024



## **2023 Successes**

Catherine Ross is on the Board of the Grand Foundation and reported that the Winter Park & Grand County Housing Assistance funds are creating positive impacts on housing in the valley.

Winter Park Resort began move in for new workforce units (300 beds).

## **2024 Plans and Initiatives**

Grand Foundation is focused on Housing and Mental Health initiatives in 2024

501(c)3 conduit to make a range of programs viable.





## **2023 Successes**

Voter approved ballot provided 2023 revenue stream

Collaboration to serve the public

Administrative Capacity Building

## **2024 Plans and Initiatives**

Reinstate Working Group regular meetings

Development Proposal Review

LIHTC Project support February 2024 application

Build capacity to address local hurdles - Board discussion and direction of organization's role in addressing of community needs around updated data, housing applicant eligibility, grant compliance support, consistent community communications, and property management support.

Stakeholder Strategy Meetings - Once or twice a year?

## 2024 Hurdles

### Macro Hurdles are challenging the viability of projects:

Cost of Construction vs. Affordability

Vertical construction is ~\$460 sq ft

Higher Interest Rates are making the gap in the financial stack much larger; homeownership harder to attain

30% of Gross is not a real indicator of affordability, especially for lowest income households

Water and Sewer tap fees are getting higher as aging infrastructure requires replacement

### Data Hurdles:

ROI on subsidy impacts or how housing dollars are impacting economic development. What does a robust workforce look like - measurable?

How can we put a face to the numbers to humanize AMI%?

Timely data of housing inventory, employee wages, employer workforce needs, Rental and Purchase prices, list of people who need housing, types of housing needed by employees, etc is necessary.

Avon model of more frequent housing needs updates - lodging model

Feasibility data for projects so eventual saturation (location or product type) does not limit future projects

Project specific data like LIHTC market study

Larger developments need broader data and longer forecast timeline

Rainbow of opportunities - matches income levels with resources - one stop shop for all resources

Clearing house of available properties and Screened Tenants - Vail Health Model

## **Communication Hurdles:**

Correct the Mill Apartment Lease Up Narrative - there are people in the lower AMI levels interested in living in south Grand County. The Lease Up did have several challenges to help inform future lease up processes.

Coordinated Communication Plans / Content across the region

Leverage Board Representatives to update jurisdictions

Working Group coordination on Communication

Create transparency and foster education

## **Operational Hurdles:**

Operating costs of affordable developments

Skilled Project managers for lease up, maintenance services, etc

Coordinate property management across projects - IGA's

Grant reporting and Compliance

Grant tracking / cheat sheet - funding amounts, deadlines, and requirements

Private Property Manager connecting landlords and tenants - Vail Health Model

Requires hand holding to implement for landlords and tenants- explaining lease terms, lease contracts, insurance, etc

Work in Grand (<https://www.workinggrand.com/>) Website could do better on housing matching

Coordinate with Diane Butler

Could the FRVHP tap into Lodging funds to get data and dashboard

## Board Briefing

**Subject:** 2024 Meeting Schedule

**Discussion lead:** Rob Clemens



During the October 9, 2023 Board Meeting, there was discussion regarding the meeting schedule for 2024. Specific topics included:

- Schedule of Meetings (Currently the 2nd and 4th Monday of each month)
- Time of Meetings (Currently is from 3:00-5:00pm)
- Meeting Location (Currently is hosted in the Winter Park Town Council Room)

The schedule could adjust, but changing from the second and fourth Monday of each month results in potential scheduling conflicts with other standing meetings. Consistency of the schedule was prioritized.

In regard to the timing of the meetings, it was suggested that the meeting time could shift to 2:00-4:00pm or remain at 3:00-5:00pm. There was some consideration if either time block could impact participation. Room availability works for either time block, but is constrained outside of those timeblocks. Moving the meeting start forward to 2:00pm could impact room use for other impromptu meetings or workday meetings that could run long.

The concept of rotating meeting locations during the year coalesced around offering meetings in Winter Park and Granby to provide easier in-person access across the FRVHP Boundary.

As long as the FRVHP Board maintains the second and fourth Monday of the month schedule, both Winter Park and Granby have capacity to host the meetings in the 2pm-5pm time window. There were potential scheduling challenges, but the Options below avoid them.

**Option 1:** Both meetings each month take place in one Town and then alternate for the next month. The January 2024 meetings would take place in Winter Park and the February 2024 meetings would take place in Granby.

**Option 2:** The first meeting of the month will take place in Winter Park. The second meeting of the month will take place in Granby.

Three of the 4th Monday of the month meetings could be impacted by Holidays - May 27, November 25, and December 23.

A resolution adopting the meeting schedule will be on the January 8, 2024 agenda.

# Board Briefing

**Subject:** Board Officer Selection Process

**Discussion lead:** Rob Clemens



The Fraser River Valley Housing Partnership Bylaws Section 11 states the following:

- Board Officer Positions include: President, Vice-President, Secretary, and Treasurer
- Officers are selected by a majority of the Board of Directors
- Officer serve annual terms

On August 8, 2022 the initial Board Officers were selected. These Officer positions expire on January 30, 2024 and require another selection process.

The January 22, 2024 meeting will provide nominations and selection for each of the officer positions. If a position has multiple nominations, a Board member can request a ballot vote. The Executive Director will have ballots available.

## Officer Position Descriptions

**The President** - who shall preside at all meetings of the Board of Directors. They may sign, with the Secretary deeds, mortgages, bonds, contracts, or other instruments that the Board of Directors has authorized to be executed, except in cases where the signing and execution thereof shall be expressly delegated by the Board of Directors to some other officer or agent of the Housing Authority, or shall be required by law to be otherwise signed or executed; and in general shall perform all duties incident to the office of President and such other duties as may be prescribed by the Board of Directors from time to time.

**Vice-President** - who shall, in the absence of the President or in the event of the death, inability or refusal to act, perform the duties of the President, and when so acting, shall have all the powers of and be subject to all the restrictions upon the President. The Vice President shall perform such other duties as from time to time may be assigned by the Board of Directors.

**Secretary** - who shall: (a) keep the minutes of the proceedings of the Board of Directors; (b) see that all notices are duly given in accordance with the provisions of the C.R.S. 24- 6-401 et seq. and this Agreement or as otherwise provided by law; (c) sign with the President; (d) in general perform all duties incident to the office of Secretary and such other duties as from time to time may be assigned by the Board of Directors.

**Treasurer** - who shall be the financial officer for the Housing Authority and shall:

(a) coordinate with the department of revenue regarding the collection of sales and use tax

authorized pursuant to paragraph (f.1) of subsection (3) of C.R.S. § 29-1-204.5; (b) have charge and custody of and be responsible for all funds of the Housing Authority; (c) receive and give receipts for moneys due and payable to the Housing Authority from any source whatsoever, and deposit all such moneys in the name of the Housing Authority in such banks, trust companies or other depositories as designated by the Board of Directors; and (d) in general perform all the duties incident to the office of Treasurer and such other duties as from time to time may be assigned by the Board of Directors. All checks written from a Housing Authority bank account over \$10,000 shall require the signature of the Treasurer and a single member of the Board of Directors or, in the absence of the Treasurer the signature of two members of the Board of Directors.



## FRVHP Financial Report

	July 2023	August 2023	September 2023	October 2023	November 2023
<b>Opening Balance</b>	\$787,153	\$987,407	\$1,021,057	\$1,036,246	\$1,038,292
<b>Revenues</b>	\$200,351	\$35,518	\$15,286	\$11,262	\$11,442
<b>Expenses</b>	\$97	\$2,167	\$97	\$9,216	\$119
<b>Closing Balance</b>	\$987,407	\$1,020,758	\$1,036,246	\$1,038,292	\$1,049,615

December 2023 will show a significant increase in expenses as Wages & Benefits and several Professional Services Invoices are realized.

The 2024 Budget will reflect carry forward of the closing balance for 2023 and can be approved after the property mill levy for 2024 is certified. The 2024 Mill Levy certification forms should arrive January 3, 2024.

# Board Memo

**Subject:** LIHTC Application - Summit at Granby



## Background:

In January 2023, the Summit Housing Group sought to partner with the Fraser River Valley Housing Partnership on a LIHTC project application. The Fraser River Valley Housing Partnership approved the conditional support of the project in Resolutions 13 & 14, passed on January 23, 2023. The LIHTC application was not awarded by the Colorado Housing and Finance Administration (CHFA).

After positive discussions with CHFA, the Summit Housing Group has revised the plan for a LIHTC project in the Town of Granby and is seeking similar support from the Fraser River Valley Housing Partnership for the LIHTC application due February 1, 2024.

## Analysis:

A comparison of the two proposals is below:

	<b>2023 Proposal</b>	<b>2024 Proposal</b>	<b>% Change</b>
# of units	45 Units	50 Units	11%
Development Budget	\$21,029,533	\$22,779,216	8%
Construction Budget	\$13,461,734	\$14,560,800	8%
Credits	\$12,613,739	\$12,325,000	-2%
Developer Fees	\$ 2,515,707	\$ 2,725,427	8%
Total Square Feet	40,308	51,688	28%
Development cost / sqft	\$ 522	\$ 441	-21%
FRVHP Gap Contribution	\$ 981,000	\$ 1,150,000	17%
Contribution / unit	(21,800/unit)	(23,000/unit)	6%

In the 2024 proposal, modular building will be utilized, unit size increases by 24-28%, and common and circulation space decreases from 13% to 3% of the total square footage. The result is the 21% decline in development cost per square foot.

The \$1,150,000 contribution from the FRVHP could be divided into monthly installments over an 18 month building process at \$64,000 per month. This could be absorbed by the proposed 2024 budget which provides \$700,000 capital outlays in FY24 and FY25. Assuming 8 installments in FY24, the required outlay would be \$512,000. The projected outlay in FY25 would be approximately \$640,000.



**Recommendations:**

Given the project tax credit contribution of \$12,325,000 covers 85% of the projected construction costs, the funding gap is significantly lower than a non-LIHTC project. This speaks to the viability of the project as non-LIHTC projects contend with higher capital costs and larger gap coverage. At \$23,000 per unit, the gap coverage requirement is lower than other recent projects.

The downside of the contribution is the opportunity cost to other projects and programs. This could be mitigated through reprioritization of FRVHP expenses or delaying contributions to projects or programs.

Since the primary focus of the Fraser River Valley Housing Partnership is increasing workforce housing inventory, the Executive Director recommends supporting the Summit Housing LIHTC application and financial commitments contingent on the LIHTC award and successful underwriting.

**FRASER RIVER VALLEY HOUSING PARTNERSHIP**

**RESOLUTION NO. 28**

**SERIES OF 2023**

**A RESOLUTION SUPPORTING A LOW-INCOME HOUSING TAX CREDIT APPLICATION BY THE SUMMIT HOUSING GROUP FOR THE SUMMIT AT GRANBY AND AUTHORIZING THE BOARD PRESIDENT TO SIGN A LETTER OF SUPPORT, SUPPORTING DOCUMENTS, LETTER OF SUPPORT OF FUNDING, AND NON- BINDING TERM-SHEET**

WHEREAS Summit Housing Group, Inc. is proposed to build a housing development to be known as The Summit at Granby, which would provide 50 units of affordable housing for residents of Granby, including 3 units (6.12%) serving households at or below 30% AMI, 7 units (14.29%) serving households at 40% AMI, 11 units (22.45%) serving households at 50% AMI, 14 units (28.57%) serving households at 60% AMI, 11 units (22.45%) serving households at 70% AMI and 3 units (6.12%) serving households at 80% AMI with a managers unit, a total of 50 units (100.0%) at or below 80% AMI.

WHEREAS the Fraser River Valley Housing Partnership has conducted a regional housing needs assessment in 2022 showing a need for 215 rental units at or below 80% AMI.

WHEREAS the Fraser River Valley Housing Partnership has reviewed the proposed development and low-income housing tax-credit (LIHTC) application materials provided by the Summit Housing Group and attached as exhibits to this resolution.

WHEREAS the Housing Partnership finds it is in the best interest of the regional community to advance the LIHTC application for the proposed Summit Development.

NOW THEREFORE, BE IT RESOLVED BY THE FRASER RIVER VALLEY HOUSING PARTNERSHIP:

Section 1. The Fraser River Valley Housing Partnership (FRVHP) declares its support for the LIHTC application being advanced by the Summit Housing Group.

Section 2. FRVHP authorizes the board President to sign the exhibits attached including: a letter of support, supporting documents, letter of support for funding, in essentially the form attached hereto and subject to legal counsel review and modification.

Section 4. These resolutions are subject to successful negotiation of a partnership agreement between the partnership and Summit Housing Group, Inc.

Section 5. This resolution is effective upon its approval by the FRVHP board.

**APPROVED AND PASSED** this 11th day of December, 2023 by a vote of . to \_\_\_\_.

FRASER RIVER VALLEY HOUSING PARTNERSHIP

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Deb Brynoff, President

ATTEST:

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Sandra Scanlon, Secretary

November 16<sup>th</sup>, 2023



Mr. Austin Richardson  
Summit Housing Group, Inc.  
2525 Palmer Street, Suite 1  
Missoula, MT 59808

Re: Summit Housing Group, Inc.'s LIHTC application to the CHFA for the New Construction of the The Summit at Granby – Letter of Support

Dear Mr. Richardson,

On behalf of the Fraser River Valley Housing Partnership, please accept this letter as an expression of the FRVHPs' strong support for the Low Income Housing Tax Credit (LIHTC) application Summit Housing Group is submitting to the CHFA for the new construction of The Summit at Granby Apartments. The development will continue to provide the Town with affordable rentals, which are much needed in the town of Granby. We wholeheartedly support your efforts to continue providing affordable housing in Granby.

Affordable housing is in short supply. Your project helps meet the need of small and large families at or below 80% of the median income. With the increased cost of housing in our area, we feel that a project of this type helps the housing need in our community. We look forward to your continued support of families in need in Granby.

Sincerely,

FRVHP:  
Fraser River Valley Housing Partnership

\_\_\_\_\_

By: \_\_\_\_\_

Title: \_\_\_\_\_

November 16<sup>th</sup>, 2023

Mr. Austin Richardson  
The Summit at Granby, LP  
2525 Palmer Street, Suite 1  
Missoula, MT 59808



Re: Summit Housing Group, Inc.'s LIHTC application to the CHFA for the NEW Construction of The Summit at Granby – Housing Waitlist Letter

Dear Mr. Richardson:

The purpose of this letter is to confirm that upon completion of the above referenced project, the Fraser River Valley Housing Partnership will add the above-referenced property to the Fraser River Valley Housing Partnership Housing Waitlist.

It is the responsibility of The Summit at Granby, LP/ The Summit at Granby Apartments to notify the Fraser River Valley Housing Partnership Housing's when the property is ready for occupancy and agrees to follow the Fraser River Valley Housing Partnership Housing Waitlisting process at that time.

As a condition of placing this development on the Fraser River Valley Housing Partnership Housing Waitlisting, The Summit at Granby, LP commits to not discriminate against any person because of race, creed, color, religion, sex, handicap, familial status, national origin or household income in the selection of tenants.

The Summit at Granby, LP further commits to provide Fraser River Valley Housing Partnership first priority for unit vacancies.

Sincerely,

FRVHP:  
Fraser River Valley Housing Partnership

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By: \_\_\_\_\_

Title: \_\_\_\_\_

November 16<sup>th</sup>, 2023

Mr. Austin Richardson  
Summit Housing Group, Inc.  
2525 Palmer Street, Suite 1  
Missoula, MT 59808



Re: Summit Housing Group, Inc.'s LIHTC application to the CHFA for the New Construction of the The Summit at Granby – Evidence of FRVHP Support for Funding

Dear Mr. Richardson,

The purpose of this letter is to provide support for the Summit Housing Group in their application for federal low-income housing tax credits for The Summit at Granby. The Fraser River Valley Housing Partnership supports this project, which would provide 50 units of affordable housing for residents of Granby, including 3 units (6.12%) serving households at or below 30% AMI, 7 units (14.29%) serving households at 40% AMI, 11 units (22.45%) serving households at 50% AMI, 14 units (28.57%) serving households at 60% AMI, 11 units (22.45%) serving households at 70% AMI and 3 units (6.12%) serving households at 80% AMI with a managers unit, a total of 50 units (100.0%) at or below 80% AMI.

The Fraser River Valley Housing Partnership is supportive of affordable housing in helping a development become financially feasible through various grants, and funds through the partnership. The sources of these funds will include various grants, and housing funds in order to partner with the development of affordable housing. FRVHP anticipates and would accept an application for grant funding and the partnership funds upon award of tax credits. This is conditioned upon the following items, as discussed with the applicant:

- Letter of interest/term sheets from lender and equity investors with final funding sources and costs.
- Identification of gap in permanent financing demonstrating need for the town's financial support.
- Compliance with all applicable federal and state requirements.

All applications for the FRVHP funding and grants are subject to the availability of funds and a competitive underwriting process. If the project meets these requirements, it is eligible for grant funds and the housing partnership funds in order to fill the gap of \$23,000 per unit.

Sincerely,

FRVHP:  
Fraser River Valley Housing Partnership

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By: \_\_\_\_\_

Title: \_\_\_\_\_

Term Sheet  
The Summit at Granby  
Granby, Colorado

This Term Sheet is intended to be non-binding but reflects the general structure and responsibilities between Summit Housing Group, Inc. (“SHG”) and Fraser River Valley Housing Partnership (“FRVHP”), for the development and construction of a 50-unit project in Granby, Colorado called The Summit at Granby (“Project”).

Documents: This term sheet will be documented by the following agreements:  
1. Amended and Restated Limited Partnership Agreement (LPA) and ancillary documents.

Ownership: The property will ultimately be owned by the limited liability limited partnership (or, possibly, a limited liability company). The structure of the partnership would be as follows:

General Partner	-0.01% entity controlled by SHG
Special Limited Partner	-0.01%, FRVHP or entity controlled by FRVHP
Investor Limited Partner	-99.98%, controlled by syndicator (TBD)

Pre-development Costs:

SHG will be responsible for 100% of pre-acquisition and pre-development costs, including items such as earnest money, market studies, appraisals, title work, survey, environmental engineering and architectural costs, legal work, etc. There will be no distributions from the partnership until all pre-acquisition and pre-development costs are reimbursed.

Guaranties and Related Matters:

SHG entities will provide all guaranties and indemnities required by lenders, investors and other third parties involved in the transaction.

Guaranties and indemnities are anticipated to include construction completion, construction cost overruns, development cost overruns, operating deficits, tax credit delivery and recapture, and environmental matters. SHG will indemnify FRVHP against loss, costs, risk, etc.

SHG’s Responsibilities: SHG, or affiliated entities, will act as Developer and General Partner for the project. SHG will coordinate the submission of all application including the LIHT application and upon application for tax credits for the project, SHG will be responsible for the development process including, but not limited to, negotiating purchase agreement, hiring, and supervising architects, engineers, surveyors, legal counsel, accountants, and other professionals, coordinating project design, providing pro forma projections, obtaining 8609s, providing cost certifications, etc. SHG will also be responsible for arranging and negotiating all financing including, 1<sup>st</sup> mortgage loans, tax credits, bridge loans, soft loans from various sources, if any, and the limited partnership agreements. SHG will provide construction management services including negotiating construction contracts, preparing construction draws, performing construction inspections, approving change orders and obtaining certificates of substantial completion. SHG will also provide property management services, which would include tax credit compliance, assets management reviews and partnership management. FRVHP will have input on development activists, but SHG will have decision-making authority.

FRVHP’s Responsibilities: There may be a variety of applications (i.e. CHFA, soft loans, grants, etc.) that the FRVHP will review, approve, and/or sign on behalf of the Partnership. During the closing process,

there will be numerous Partnership documents, loan documents, tax credit documents, etc. that FRVHP may be required to review and sign. SHG will hire attorneys to review and negotiate these documents on behalf of the Partnership. The Partnership will provide FRVHP attorney fees for these document reviews.

FRVHP will reasonably assist SHG with respect to applications for property tax exemptions and sales and use tax exemptions pursuant of C.R.S. 29-4-227.

FRVHP will assist SHG with the respect to applications for various grants, soft loans and funding from the FRVHP.

FRVHP, or an affiliate of FRVHP, will be required to remain in the Partnership as long as the Partnership is able to satisfy the requirements of C.R.S 29-4-226 and 29-4-227 (so that the Project will continue to have real property tax exemption) unless consent is given by SHG and the Investor Limited Partner.

Right of First Refusal:

FRVHP will have a Right of First Refusal ("ROFR") on the sale of the Project. This ROFR will give FRVHP, the ability to match any offer to purchase the Project, in terms and price, that the Partnership receives from an arms-length or related party.

Set-Asides:

[Discuss tenant set-asides, if any other than 60% AMI.]

Economic Benefits:

After the tax credit equity and financing closing the following fees will be paid:

- The Partnership will pay a Developer Fee anticipated to equal to the maximum allowed under the CHFA Qualified Allocation Plan.
- The Partnership will be an annual fee of \$1,000 to FRVHP from cash flow, accruing to the extent not paid, for its management services with respect to the Project ("FRVHP Fee").
- During property operation, it is anticipated that the partnership will pay the following from available cash flow (in order of priority):
  - o Repayment of any loans from the GP or LP
  - o Asset Management Fee to the Investor Limited Partner
  - o Deferred Developer Fee
  - o FRVHP Fee
  - o Asset Management and Compliance Fees to SHG
  - o Distributions to the Partners of the Partnership
    - 00.01% to FRVHP
    - 89.99% to SHG
    - 10.00% to Investor Limited Partner



This Term Sheet is intended to be a non-binding expression of intent of the parties, which will be memorialized at a later time by the agreement stated above.

[Signature Page to The Summit at Granby Term Sheet]

FRVHP:  
Fraser River Valley Housing Partnership

\_\_\_\_\_

By: \_\_\_\_\_

Title: \_\_\_\_\_

SHG:  
Summit Housing Group, Inc.

\_\_\_\_\_

By: \_\_\_\_\_

Title: \_\_\_\_\_

**FRASER RIVER VALLEY HOUSING PARTNERSHIP**

**RESOLUTION NO. 29  
SERIES OF 2023**

**A RESOLUTION ACKNOWLEDGING THE INTENTION OF THE FRASER RIVER VALLEY HOUSING PARTNERSHIP TO PARTICIPATE IN THE SUMMIT AT GRANBY HOUSING DEVELOPMENT AS A SPECIAL LIMITED PARTNER; THE EXEMPTION OF PROPERTY TAXES FOR THE SUMMIT AT GRANBY, AND AGREEMENT TO OBTAIN FORMAL ACKNOWLEDGEMENTS FROM TAXING AUTHORITIES THAT THE SUMMIT AT GRANBY IS EXEMPT FROM PROPERTY TAXES**

WHEREAS Summit Housing Group, Inc. is proposed to build a housing development to be known as The Summit at Granby, which would provide 50 units of affordable housing for residents of Granby, including 3 units (6.12%) serving households at or below 30% AMI, 7 units (14.29%) serving households at 40% AMI, 11 units (22.45%) serving households at 50% AMI, 14 units (28.57%) serving households at 60% AMI, 11 units (22.45%) serving households at 70% AMI and 3 units (6.12%) serving households at 80% AMI with a managers unit, a total of 50 units (100.0%) at or below 80% AMI.

WHEREAS Summit Housing Group, Inc. has asked the Fraser River Valley Housing Partnership to participate in The Summit at Granby housing development as a special limited partner;

NOW THEREFORE, BE IT RESOLVED BY THE FRASER RIVER VALLEY HOUSING PARTNERSHIP:

Section 1. The Fraser River Valley Housing Partnership (FRVHP) declares its intention to participate in The Summit at Granby housing development, subject to successful negotiation of a partnership agreement, as a special limited partner

Section 2. FRVHP acknowledges the exemption of property taxes for The Summit at Granby, as long as the partnership remains a special limited partner.

Section 3. FRVHP agrees to obtain the formal acknowledgements from all applicable taxing authorities that The Summit at Granby is exempt from property taxes.

Section 4. These resolutions are subject to successful negotiation of a partnership agreement between the partnership and Summit Housing Group, Inc.

Section 5. This resolution is effective upon its approval by the FRVHP board.

**APPROVED AND PASSED** this 11th day of December, 2023 by a vote of \_\_\_\_.

FRASER RIVER VALLEY HOUSING PARTNERSHIP

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Deb Brynoff, President

ATTEST:

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Sandra Scanlon, Secretary

November 16<sup>th</sup>, 2023

Mr. Austin Richardson  
Summit Housing Group, Inc.  
2525 Palmer Street, Suite 1  
Missoula, MT. 59808



RE: Summit Housing Group, Inc.'s LIHTC application to the CHFA for the NEW Construction of The Summit at Granby – Tax Exemption Letter & Resolution

Dear Mr. Richardson,

Summit Housing Group, Inc. has applied for federal low-income housing tax credits for The Summit at Granby, which would provide 50 units of affordable housing for residents of Granby, including 3 units (6.12%) serving households at or below 30% AMI, 7 units (14.29%) serving households at 40% AMI, 11 units (22.45%) serving households at 50% AMI, 14 units (28.57%) serving households at 60% AMI, 11 units (22.45%) serving households at 70% AMI and 3 units (6.12%) serving households at 80% AMI with a managers unit, a total of 50 units (100.0%) at or below 80% AMI.

The Fraser River Valley Housing Partnership (FRVHP) has declared its intention to participate in The Summit at Granby housing development, subject to successful negotiation of a partnership agreement, as a special limited partner. FRVHP has acknowledged the exemption of property taxes for The Summit at Granby as long as FRVHP remains a special limited partner. Last, FRVHP has agreed to obtain the formal acknowledgements from all applicable taxing authorities that The Summit at Granby is exempt from property taxes.

Please see the attached resolutions evidencing FRVHP's actions stated above.

Sincerely,

FRVHP:  
Fraser River Valley Housing Partnership

\_\_\_\_\_

By: \_\_\_\_\_

Title: \_\_\_\_\_

## Board Briefing

**Subject:** Real Estate Proposals

**Discussion lead:** Sandra Scanlon

**Recused from discussion:** Skylar Marshall and Rob Clemens



[Link to Real Estate RFP submissions](#)

The comparison is not as straightforward as I had hoped.

One proposer is a single agent not local, and the other is a team of agents from a large local firm.

The single agent proposer answered all the requested items in the RFP, the larger local firm did not answer the requested item of fee structure and their response to approach was weak.

### **Some pros & cons:**

Pros for Michelle Moran - she is also a CPA, involved somewhat in the local community, understands the affordable/workforce housing issue, giving us a discounted fee structure, single agent means we get all attention from one person

Cons for Michelle Moran - single agent, however she may be able to reach back to her RE/MAX firm for support, does not live locally, perceived lack of connection to real estate pulse in area because she doesn't live here

Pros for Real Estate of Winter Park - local firm with local agents, team approach, extensive community involvement, very connected to real estate pulse in the area, understands the affordable/workforce housing issue

Cons for Real Estate of Winter Park - perceived conflict for Skylar Marshall FRVHP Board member, team approach might be disjointed (who would be our lead point of contact?), unsure of fee structure

### **Additional information requested from November 27, 2023 meeting:**

- We would have a primary point of contact in Lisa Leclair Waldorf.
- REWP would utilize a team approach depending on the project.
- Skylar Marshall, as a board member, would be insulated from any team working on a FRVHP project
- The fee schedule would follow a standard buyer's agent agreement depending on the nature of the deal.

**Recommended Motion:**

I move to select \_\_\_\_\_ as the Real Estate Agent for the Fraser River Valley Housing Partnership for fiscal year 2024 and direct the Executive Director to negotiate a Professional Services Agreement.

## Board Briefing

**Subject:** Byson Buy Down Proposal

**Discussion lead:** Rob Clemens



On November 13, 2023 a proposal from Byson Development was introduced to buy down up to four units of the Koselig on Main project at \$12,000 per year per unit. Each unit is set up as a 2-BR / 2BA. The proposed buy down would reduce the rent from \$3125 to \$2125 and puts the price point slightly higher than the \$2100 max rent for a 2-bedroom at 100% AMI and below the \$2520 max rent for 120% AMI. Maximum rents for AMI levels are set by CHFA on an annual basis.

No action was taken during the November meeting. Two units were leased, but two units are still available and should receive certificates of occupancy by year end. Byson offered a Grand County local employee discount and received an additional 50 inquiries, but the \$3,000 price point still exceeded affordability for local employees in the 120% and below AMI. In addition to rent, there is a \$75/month services fee and tenants are responsible for electricity and internet.

If the FRVHP entered into a contract for buy down payments, Byson would maintain compliance on income verification, verification of Grand County employer of tenants, and occupancy.

The advantages of an agreement are:

- Long-term lease option for local employees while other projects are built
- Stable housing with predictable expenses could benefit employee retention
- \$12,000 - \$24,000 per year for one or two units represents 2-4% of projected capital outlays.
- \$1,000/ month for three years limits FRVHP risk as rents increase (3% annually in Byson model) and drift from the 100% AMI range to the 120% AMI range.

The disadvantages of an agreement are:

- The cost is high for temporary affordability.
  - A Fireside Creek unit was \$40,000 and a LIHTC unit is \$23,000 for permanent deed restriction
- Opportunity cost of other projects and programs
- \$1000/ month is a large buy down if the target tenant is at 120% AMI

### Recommended motion:

I move that the Executive Director enter into contract negotiations for a buy down commitment of \$\_\_\_\_\_ per month on \_\_\_\_\_ apartments in the Koselig on Main property for \_\_\_\_\_ years to align the rent with the 100-120% AMI levels.

## Board Briefing

**Subject:** Board Working Group

**Discussion lead:** Rob Clemens



The Executive Director has received phone calls from two developers who would be interested in submitting proposals in response to the RFP approved at the November 27, 2023 Board Meeting. Partnering with the FRVHP is not required for the planned developments to proceed. Partnering with the FRVHP could mitigate some of the financial risk for the planned developments and allow the properties to be deed restricted for future affordability.

Prior to submitting, the developers would like to discuss a range of scenarios. Therefore, the Executive Director would like two members of the board to join a working group to review the scenario options.

### **Recommended motion:**

I move that \_\_\_\_\_ and \_\_\_\_\_ work with the Executive Director and other parties to review scenarios where the Fraser River Valley Housing Partnership may be able to increase the supply of affordable housing through partnering with developers.



## Board Briefing

**Subject:** Public Relations RFP

**Discussion lead:** Rob Clemens



Outreach efforts have been discussed in three prior board meetings. Below is a Draft Request for Proposal for Public Relations services. The RFP assumes approximately 210 hours of consulting and content support to align the Fraser River Valley Housing Partnership communications across platforms and stakeholders.

### **Recommended motion:**

Option 1:

I move that the Draft Public Relations Request for Proposal be finalized and released.

Option 2:

I move that the Draft Public Relations Request for Proposal be finalized with the following edits and released.

Edits to Include:

**Fraser River Valley Housing Partnership  
DRAFT REQUEST FOR PROPOSAL  
Public Relations, December 2023**



**INTRODUCTION:**

The Fraser River Valley Housing Partnership (FRVHP), an organization created to facilitate the development of workforce housing inventory, has initiated a Request for Proposal (RFP) process to identify a qualified contractor to provide public relations services.

**ORGANIZATION DESCRIPTION:**

The Fraser River Valley Housing Partnership (Partnership) is a multi-jurisdictional housing authority encompassing the Towns of Winter Park, Fraser, and Granby and unincorporated Grand County within the approved boundary.

A seven member Board oversees the Partnership and includes one representative from each authorizing organization and three at-large members.

The Partnership operates through funds generated by the voter approved mill levy on property taxes within the FRVHP boundary.

The goal of the Fraser River Valley Housing Partnership is to increase the volume of workforce housing units to serve the Grand County employers within the FRVHP boundary. The target identified in the 2022 Housing Needs Assessment is 690 affordable units by 2027.

**OBJECTIVE:**

The general scope of services to be obtained as a result of this RFP includes professional **public relations** with the primary purpose of **promoting** housing initiatives to the respective Authority Boards and Councils, Chambers of Commerce, Employers, Employees, and other residents. Additional scope includes **aligning content messaging** across web, social media, print, and other media platforms.

**BUDGET:**

Submittals shall be based on a maximum professional services budget of \$42,000. Scope items not included in the budget should be called out in the proposal. Marketing materials will be purchased by FRVHP.

**CONTRACT PERIOD:**

The FRVHP seeks to initiate a contract as soon as possible. Once executed, the contract will be effective **through December 31, 2024**.

**PUBLIC RELATIONS SCOPE OF WORK:**

Services that shall be required under the specific direction of the FRVHP include, but are not limited to, the following:

- A) Strategic Communications Planning: Partner with the executive director to develop a comprehensive public relations strategy aligned with our organization's goals and objectives. This should include identifying target audiences, key messages, and appropriate communication channels. (~54 hours)
- B) Content Alignment and Creation: Collaborate with the executive director to edit and adjust core content for website, social media posts, quarterly board presentations, and press releases. Ensure consistent messaging and branding across all communication materials. Regular meeting for approximately one hour every two weeks to review content items. (~78 hours)
- C) Media Relations: Establish relationships with relevant media outlets, journalists, and influencers. Create and issue four press releases and/or media advisories to generate positive media coverage. Follow up on media inquiries to secure two interviews and/or media appearances. Assist executive director with interview preparation. (~43 hours)
- D) Crisis Management: Develop a crisis communication plan and provide guidance and support in managing potential crises or reputation issues. Develop key messages, prepare spokespeople, and assist the executive director with media inquiries during crisis situations. (~25 hours)
- E) Assist in creation of Annual Report in December 2024. (~10 hours)
- F) Make recommendations for budget savings where appropriate. Maintain a high level of confidentiality as it relates to the Fraser River Valley Housing Partnership.

**REQUIRED INFORMATION AND CRITERIA:**

1. Agency Profile: Provide an overview of your agency, including years of experience, areas of expertise, and specific experience that relates to the scope of work.
2. Team Composition: Describe the key team members who will be involved in the project, including their qualifications and any relevant experience in the Fraser River Valley.
3. Approach and Methodology: Outline your proposed approach to addressing our organization's public relations needs. Include details on how you would develop and execute a comprehensive public relations strategy.
4. Budget: Provide a detailed breakdown of how anticipated fees and expenses efficiently use the budgeted \$42,000. Identify any scope of work items that may require additional funding.

**SUBMISSION INFORMATION:**

Submittals received prior to **5:00 pm MST, January 3, 2024** will receive priority review. Submittals received after January 3 will be reviewed on a rolling basis.

Send Proposals to: [rob.clemens@frvhp.com](mailto:rob.clemens@frvhp.com)

**The Fraser River Valley Housing Partnership is subject to local government requirements for open meetings and CORA requests. Proposal documents will become part of the public record.**

**SELECTION PROCESS AND TIMELINE:**

**TIMELINE:**

Board approves RFP publication	December 11, 2023
RFP question deadline	December 22, 2023
Submittal deadline for proposals	January 3, 2024
Board Selection	January 22, 2024

For Questions Contact: [rob.clemens@frvhp.com](mailto:rob.clemens@frvhp.com)