

FRASER RIVER VALLEY HOUSING PARTNERSHIP

Regular Meeting

Monday, March 13, 2023

Winter Park Town Hall

3:00 pm



Agenda

1. Meeting Call to Order

- a. Pledge of Allegiance
- b. Roll Call of Board Members

2. Public Comment

3. Action Items

- a. Resolution 18: Authorizing Debra Brynoff and Michael Johnson to enter into cash management services agreements with Bank of the West
- b. Resolution 19: Approving a Memorandum of Understanding between the Fraser River Valley Housing Partnership and the Town of Winter Park providing and paying for the employment and benefits of an Executive Director of the Fraser River Valley Housing Partnership
- c. Resolution 20: Adopting The Fraser River Valley Housing Partnership Action Plan

4. Discussion Items

- a. Executive Director Job Recruitment Update
- b. Jan – March Property Tax Collections

5. Working Group Update

6. Other Items for Discussion

Zoom:

Hi there, You are invited to a Zoom webinar.

When: Feb 27, 2023 03:00 PM Mountain Time (US and Canada)

Topic: FRVHP Regular Meeting

<https://us02web.zoom.us/j/84465531133?pwd=a1FOaEUvMFZVNDN4d05vQ0ZCZ1Mvdz09>

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Or One tap mobile :

US: +17193594580,,84465531133#,,,,*926369# or +13462487799,,84465531133#,,,,*926369#

Webinar ID: 844 6553 1133

Passcode: 926369

CORPORATE/ASSOCIATION RESOLUTION

RESOLVED: The officer(s) of listed below is/are authorized to enter into any cash management services agreements with Bank of the West, to designate from time to time persons, in such number as may be directed, to manage any cash management service and otherwise give instructions regarding this organization's cash management services(s).

Enter the name and title of each authorized person below:

	Name	Title
1.		
2.		
3.		
4.		
5.		

RESOLVED further that the authority conferred is in addition to any other authorizations in effect and shall remain in force until Bank receives written notice of its revocation at the office where the account is maintained or at such other location as Bank may direct.

CERTIFICATION

I certify that this resolution was adopted by the organization in accordance with law and its charter documents at a meeting duly held by this organization's governing body, and is now in effect. I further certify that I have full authority to execute this certification. Bank of the West is entitled to rely upon this certification until written notice of its revocation is delivered to Bank of the West.

DATED

SIGNATURE

PRINT NAME

For Bank Use Only

Received and Accepted by Bank of the West RM/SC

Name:
Title:
Effective Date:
Signature

AUTHORIZATION AND AGREEMENT FOR CASH MANAGEMENT SERVICES

This Authorization and Agreement for Cash Management Services (this “**Agreement**”) applies to Cash Management Services (collectively, the “**Services**”) provided by Bank of the West (“**Bank**”). This Agreement may be agreed to by one or more business organizations from time to time and references herein to “**you**” and “**your**” refer to the undersigned entity and any and all other business organizations added to this Agreement, now or in the future, with the approval of the Bank and the undersigned (each a “**Related Entity**”). You agree to this Agreement by signing it or an Addendum hereto either in writing or, by prior agreement with Bank, electronically. You may also agree to this Agreement by requesting, accepting or using any of the Services.

By agreeing to this Agreement, each of you agrees that all Services are subject to this Agreement and Bank’s Cash Management Terms and Conditions, including any separate disclosures, schedules and other documents and materials referenced therein or provided to you in connection with the Services (collectively, “**Terms and Conditions**”). References to this Agreement and the Terms and Conditions include all additions, deletions and other amendments (“**Amendments**”) thereto from time to time. Amendments may be made as set forth in the Terms and Conditions. You acknowledge receipt of the Terms and Conditions.

Bank will maintain records of the Services you have requested either orally or in writing from time to time. Bank’s records shall be final and conclusive as to the Services that you have requested and the Bank has agreed to provide to you. Bank’s obligation to provide any Service is subject to: (1) Bank’s receipt of any required information and documentation from you; (2) Bank’s approval of your request for the Service; and (3) completion of any testing or training requirements established by Bank.

By agreeing to this Agreement, you represent that the individual who signs this Agreement or an Addendum hereto on your behalf (your “**Designee**”) is an authorized signer on your behalf. You further agree that: (1) your Designee and the Designee of any Related Entity is authorized to access electronically any of your accounts or the accounts of any Related Entity; (2) each such Designee shall be entitled to access and control all such accounts singly without regard to any multiple signer designations or other requirements or restrictions that might otherwise be applicable to a specific account. Such access and control includes but is not limited to, the ability to: (1) control accounts electronically; (2) view or initiate transactions including, without limitation, withdrawals; (3) deposit and transfer money; (4) perform all types of electronic transactions to and from any such accounts; and (5) authorize other users to access such accounts to perform similar functions.

You and each Designee signing this Agreement on your behalf represent and warrant that: (1) your Designee is your officer, owner, or principal or is otherwise authorized to act on your behalf; and (2) you have taken all action required by your organizational or constituent documents to authorize the Designee to execute and deliver this Agreement and any other documents Bank may require with respect to a Service, to provide instructions to Bank, and to designate employees and agents to act in your name and on your behalf regarding the Services and any and all of your accounts.

This Authorization and Agreement for Cash Management Services may be in the form of an Electronic Record and may, if Bank has expressly agreed with you to accept Electronic Signatures, be executed using Electronic Signatures (including manually executed paper documents that are sent by facsimile, .pdf or other electronic means), which shall be considered an original and shall have the same legal effect, validity and enforceability as an original paper record. For purposes hereof, each of the terms “Electronic Record” and “Electronic Signature” has the respective meaning assigned to it in 15 USC §7006 (as the same may be amended from time to time).

This Agreement may be executed in one or more counterparts, including both paper and electronic counterparts, but all such counterparts shall constitute one and the same agreement. For documents executed via original paper, Bank may store the electronic image of this Agreement in its electronic form and then destroy any original paper record as part of the Bank's normal business practices, with the electronic image deemed to be an original and of the same legal effect, validity and enforceability as the original paper record.

The undersigned certifies that the above information is true and correct and further agrees to be bound by the terms and conditions of this Authorization and Agreement for Cash Management Services.

Effective Date:

AGREED:

Tax Identification Number	
Business Entity Name	Printed Signer's Name
Authorized Signature	Title

For Bank Use Only

Bank of the West (Office/Unit)	Bank of the West (Cash Management Sales)
Name:	Name:
Title:	Title:
Office/Unit:	
Date:	Date:
Signature	Signature

Designation of System Administrator(s) for Online Banking Services

Organization Legal Name ("Organization")	Tax Identification Number
--	---------------------------

Effective Date: _____

Organization designates the following individual(s) as the initial authorized System Administrator(s) for the Online Banking Services. Organization acknowledges that any System Administrator is authorized to access and use the Online Banking Services; has the rights and responsibility to manage and set the security of this Organization's Online Banking Services, including, without limitation, the ability to create additional System Administrators, each of whom has full System Administrator authority and Authorized Users and to assign access and security levels to such Authorized Users.

Organization acknowledges and agrees that this Designation of System Administrators ("Form") is effective as of the Effective Date above and supersedes any previously executed Form(s) by this Organization.

Administrator Name (Two Recommended)*	Email Address	Phone Number**	Type	Alternate Phone Number**	Type
			Choose one:		Choose one:
			Choose one:		Choose one:

*Please enter N/A in second row if only setting up one administrator.

**Please provide two phone numbers, including a mobile number, for each Administrator. Mobile numbers provided will be used for out-of-band authentication.

If Organization has more than one System Administrator, this Organization **(check one)** **requires** **does not require** approval by different System Administrator to create/modify and assign security levels to Authorized Users of this Organization's electronic and/or online cash management services. (Note: If an approval is required, any newly created/modified Authorized User(s) must be approved by another System Administrator prior to the Authorized User(s) having the access to the electronic and/or online cash management services. If no approval is required, a newly created/modified Authorized User may have immediate access to the electronic and/or online cash management services upon our receipt of an acceptable authorization from any one System Administrator.)

Designation of System Administrator(s) for Online Banking Services

The Authorized Business Representative(s) signing below on behalf of Organization represents and warrants: (1) the Authorized Business Representative(s) is/are an officer, owner, or principal of the Organization or is otherwise authorized to act on Organization's behalf; and (2) the Organization has taken all action required by its organizational or constituent documents to authorize the Authorized Business Representative(s) to execute and deliver this Form to Bank of the West.

This Designation of System Administrators may be in the form of an Electronic Record and may, if Bank has expressly agreed with you to accept Electronic Signatures, be executed using Electronic Signatures (including manually executed paper documents that are sent by facsimile, .pdf or other electronic means), which shall be considered an original and shall have the same legal effect, validity and enforceability as an original paper record. For purposes hereof, each of the terms "Electronic Record" and "Electronic Signature" has the respective meaning assigned to it in 15 USC §7006 (as the same may be amended from time to time).

The undersigned certifies that the above information is true and correct and further agrees to be bound by the terms and conditions of this Designation of System Administrators.

Authorized Business Representative Printed Name

Authorized Business Representative Printed Name

Authorized Business Representative Title

Authorized Business Representative Title

Authorized Business Representative Signature

Authorized Business Representative Signature

Date

Date

**FRASER RIVER VALLEY
HOUSING
PARTNERSHIP**

**RESOLUTION NO. 19
SERIES OF 2023**

**A RESOLUTION APPROVING A MEMORANDUM OF UNDERSTANDING BETWEEN THE
FRASER RIVER VALLEY HOUSING PARTNERSHIP AND THE TOWN OF WINTER PARK
PROVIDING AND PAYING FOR EMPLOYMENT AND BENEFITS OF AN EXECUTIVE
DIRECTOR OF THE FRASER RIVER VALLEY HOUSING PARTNERSHIP**

WHEREAS, by Intergovernmental Agreement Establishing the Fraser River Valley Housing Partnership, dated on or about April 20, 2022 (the "IGA"), Winter Park, the Towns of Fraser and Granby and Grand County formed the Authority;

WHEREAS, the Authority is a separate legal entity, a political subdivision of the state, has its own sources of revenue, and is empowered to employ agents and employees and to set the salaries of the same, *see, e.g.*, IGA, Sec. 2.1(d);

WHEREAS, in this early stage of its existence, the Authority is lacking certain administrative services, such as a human resources department, and does not currently offer or provide any employee benefits.

WHEREAS, in order to facilitate the Authority's ability to attract and hire an executive director, Winter Park is willing, subject to the terms of this MOU, to hire, employ and provide employee benefits to an executive director on behalf of the Authority; and

WHEREAS, subject to the terms of this MOU, the Authority will reimburse Winter Park for the executive director's salary and employee benefits.

NOW THEREFORE, BE IT RESOLVED by the Board of Directors of the Fraser River Valley Housing Partnership, in the County of Grand, State of Colorado, as follows:

1. The Board of Directors approves the attached Memorandum of Understanding in essentially the form attached hereto subject to legal counsel approval and edits and authorizes the Board President to execute the Memorandum.
2. This Resolution shall be effective immediately upon adoption.

ADOPTED and APPROVED this 13th day of March, 2023 by a vote of _____ to _____.

FRASER RIVER VALLEY HOUSING
PARTNERSHIP

Debra Brynoff, President

ATTEST:

Sandra Scanlon, Secretary

MEMORANDUM OF UNDERSTANDING

This MEMORANDUM OF UNDERSTANDING ("MOU") is made and entered into this _____ day of _____, 2023 and describes the understanding for providing and paying for employment and benefits of an executive director of the FRASER VALLEY HOUSING PARTNERSHIP (the "Authority") between the TOWN OF WINTER PARK, whose address is 50 Vazquez Road, Winter Park, CO 80482 ("Winter Park") and the Authority, whose address is 50 Vazquez Road, Winter Park CO 80482 (each a "Party" and collectively, the "Parties").

RECITALS:

WHEREAS, by Intergovernmental Agreement Establishing the Fraser River Valley Housing Partnership, dated on or about April 20, 2022 (the "IGA"), Winter Park, the Towns of Fraser and Granby and Grand County formed the Authority;

WHEREAS, the Authority is a separate legal entity, a political subdivision of the state, has its own sources of revenue, and is empowered to employ agents and employees and to set the salaries of the same, *see, e.g.*, IGA, Sec. 2.1(d);

WHEREAS, in this early stage of its existence, the Authority is lacking certain administrative services, such as a human resources department, and does not currently offer or provide any employee benefits.

WHEREAS, in order to facilitate the Authority's ability to attract and hire an executive director, Winter Park is willing, subject to the terms of this MOU, to hire, employ and provide employee benefits to an executive director on behalf of the Authority; and

WHEREAS, subject to the terms of this MOU, the Authority will reimburse Winter Park for the executive director's salary and employee benefits.

NOW, THEREFORE, in consideration of mutual rights and obligations as set forth below, the Parties agree as follows:

1. The selection and appointment of an executive director is in the sole discretion of the Authority. The salary amount shall be specified by the Authority. Winter Park shall provide salary and benefits for the executive director in the same manner it does for Winter Park employees, and the Authority shall reimburse Winter Park for the salary and benefits paid by Winter Park to the executive director. Except for payroll purposes, the executive director shall be deemed an employee and agent of the Authority. Actions taken by the executive director in the course and scope of their employment shall be attributed to the Authority and not to Winter Park. The executive director shall take direction from the Authority and not from Winter Park.
2. During the term of this MOU, Winter Park shall provide all employment and processing costs associated with the executive director, and the Authority shall reimburse Winter Park quarterly for all such costs incurred under this MOU quarterly.

3. The failure by a Party to enforce any provision of this MOU or the waiver of any specific requirement of this MOU shall not be construed as a general waiver of the agreement or any provision herein, nor shall such action act to estop that Party from subsequently enforcing this MOU according to its terms.

4. Either Party may terminate this MOU at any time for convenience by giving the other Party written notice of not less than thirty (30) days. In the event of termination, the Authority shall make all outstanding payments due to Winter park within thirty (30) days of the date of termination.

5. This MOU, and any agreement or document referenced herein, constitutes the entire understanding between the Parties with respect to the subject matter hereof and all other prior understandings or agreements shall be deemed merged into this MOU. No attempt to modify this MOU shall be valid or become a part of this agreement unless reduced to writing and signed by both Parties.

6. Nothing herein shall be interpreted as an assumption by Winter Park of any liability, debt, or other obligation of the Authority at any time under this MOU or thereafter, including any current obligation of the Authority to perform, indemnify, or guarantee performance of any third person or entity, nor shall this MOU be interpreted as a guarantee by Winter Park of any outstanding duty or obligation of the Authority.

7. Each Party is responsible for its own actions or omissions, and those of its officers, agents and employees in the performance or failure to perform work under this Agreement. By agreeing to this provision, neither Party waives or intends to waive, as to any person not a party to the MOU, the limitations on liability that are provided to the Parties under the Colorado Governmental Immunity Act, C.R.S. § 24-10-101, *et seq.* Nothing herein shall be interpreted as a waiver of either Party's sovereign immunity under the Colorado Governmental Immunity Act.

8. Any financial obligations of the Parties arising under this MOU are contingent upon funds for that purpose being appropriated, budgeted, and otherwise made available by the respective governing bodies of the Parties in their sole discretion. No term or condition of this MOU is intended nor shall be interpreted to create a multi-fiscal year obligation or debt of the Parties.

9. The provisions of this MOU shall not be construed as creating a partnership, joint venture, or other relationship between the Parties. Unless specifically provided, this Agreement shall not allow any Party to act as the agent of the other Party, nor permit any Party to have any authority to act for, or to assume any obligations or responsibilities on behalf of the other Party, nor in any manner limit the Parties in carrying out their respective separate businesses or activities. Employees, agents, consultants, and attorneys of one Party are not, and shall not be deemed to be, employees, agents, consultants, and attorneys of the other Party.

10. This MOU does not alter or modify the IGA or the Parties' responsibilities as set forth therein.

IN WITNESS WHEREOF, the Parties have caused this Agreement to be approved by their governing boards or duly authorized officers as of the date first written.

TOWN OF WINTER PARK

By: _____
Nick Kutumbos, Mayor

ATTEST:

Town Clerk

FRASER VALLEY HOUSING
PARTNERSHIP

By: _____

ATTEST:

**FRASER RIVER VALLEY
HOUSING
PARTNERSHIP**

**RESOLUTION NO. 20
SERIES OF 2023**

**A RESOLUTION ADOPTING THE FRASER RIVER VALLEY HOUSING PARTNERSHIP
ACTION PLAN**

WHEREAS, the Board meet at a Board Retreat and Strategic Planning Session to discuss and develop board priorities on November, 28, 2022 and January 09, 2023; and

WHEREAS, the Board of the Fraser River Valley Housing Partnership considered a draft action plan at its February 27th meeting;

WHEREAS, the attached action plan has been developed with staff to document the purpose, vision, objectives, values, strategic priorities, and project criteria of the Fraser River Valley Housing Partnership

NOW THEREFORE, BE IT RESOLVED by the Board of Directors of the Fraser River Valley Housing Partnership, in the County of Grand, State of Colorado, as follows:

1. The Board of Directors approves and adopts the attached action plan of the Fraser River Valley Housing Partnership.
2. This Resolution shall be effective immediately upon adoption.

ADOPTED and APPROVED this 13th day of March, 2023 by a vote of ____ to ____.

FRASER RIVER VALLEY HOUSING
PARTNERSHIP

Debra Brynoff, President

ATTEST:

Sandra Scanlon, Secretary

Fraser River Valley Housing Partnership Action Plan

Introduction

Purpose

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

Vision

Working households have stable, desirable affordable 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 100-200 housing units over the next five years. Support the full spectrum of workforce housing needs from very low income to teachers, firefighters, police officers, public safety professionals, nurses, health care professionals, and other workers we all rely on in our day-to-day lives.

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 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 can be updated less frequently.

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.

Strategic Priorities

Steward our resources responsibly. This includes leveraging our investments to create more housing, ensuring that FRVHP has an ownership interest or long-term benefit from the projects we participate in, and ensuring that all workforce housing created with our resources is secured for long-term affordability through public ownership, a deed restriction, community land trust, land use regulatory agreement or other similar instruments.

Goals: Follow Housing Needs Assessment recommendations and periodically collect updated market data

Tools: Regular reporting to the community, website, public meetings, annual report

Potential Partners: TBD

Partner to acquire and build housing that is affordable for the local workforce

Goals: Participate in making at least 3-5 projects economically feasible in the next five years. While both ownership and rental opportunities are needed in the valley, the current focus of the FRVHP is rental inventory. Over time, we seek to use our housing needs assessment to guide the mix of incomes and tenures for the units we invest in. We anticipate making the majority of our investments in rental housing in the first five years.

Tools: direct investment, property tax and sales and use tax exemptions, advocacy, access to tax exempt bond finance, and support with grant writing, staffing for support to work with local governments through entitlements processes, and technical assistance.

Potential Partners: Local governments, non-profits, funders, employers and for-profit developers.

Support efforts to landbank parcels that are well suited for workforce housing.

Goals: Participate in securing significant parcels across the region in the next five years.

Tools: Acquire and hold, long term lease, provide property tax exemption and/or joint venture with local government.

Potential Partners: Local governments, non-profits, funders, and for-profit developers.

Build our organizational capacity. This includes becoming a trusted partner for the implementation of workforce housing, growing the knowledge of our board and staff, and growing our portfolio of income and assets over time.

Goals: Hire an executive director, establish our operating procedures, grow our expertise and reputation as a strong community partner

Tools: working group, MOU, consultants, professional resources such as Housing Colorado and Colorado Mountain Housing Coalition, local jurisdictional partners

Potential Partners: Local governments, non-profits, funders, employers and for-profit developers.

DRAFT Project Criteria

- **Housing Need:** are we responding the full spectrum of workforce housing needs in the valley, as documented in our Housing Needs Assessment? Our initial priorities are rental projects that support our essential workforce. Over time, we seek to support homeownership opportunities as well. We seek to support projects that have a strong alignment between the local market need and the housing type, size, and price point provided.
- **Geographic Diversity:** are our investments being made equitably across the geographic area? Our initial priority is to support development and preservation of housing in the three municipalities. Support for projects will depend upon access to infrastructure (water, sewer, streets, transportation) and ability to meet the other project criteria such as value and housing need. Other geographic considerations include proximity to jobs, transportation, and services.
- **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 the value of predevelopment funds, gap financing, fee waivers, property tax and sales and use tax exemption, and the ability to leverage of other grants and resources like LIHTC. With limited resources, we seek to make impactful investments that catalyze projects that could not otherwise happen. We seek to make investments that will contribute to long term affordability in the community and have sound stewardship and property management plans in place.
- **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.
- **Community Planning and Public Engagement:** what processes have been used to ensure there is public engagement and strong alignment with community documents such as master plans, comp plans, and land use code? Have these processes been inclusive of groups that are most impacted by the housing shortage? We seek to make investments where there has been robust public engagement and strong alignment with community values.
- **Environmental Stewardship:** How are energy efficient and low carbon building techniques being used? Is the property transit and pedestrian friendly? Is it clustered in already developed areas, helping to preserve open space and support a

responsible wildlife/urban interface? We seek to support resource efficient, environmentally sustainable housing.

Appendix A:

Ballot Issue 6A: FRASER RIVER VALLEY HOUSING PARTNERSHIP

SHALL FRASER RIVER VALLEY HOUSING PARTNERSHIP PROPERTY TAXES BE INCREASED BY AN AMOUNT NOT TO EXCEED \$1,200,000.00 ANNUALLY IN THE FIRST FULL YEAR (2022 TAXES PAYABLE IN 2023), AND BY WHATEVER ADDITIONAL AMOUNTS ARE RAISED ANNUALLY THEREAFTER, BY A MILL LEVY AT A RATE OF 2.00 MILLS (WHICH WOULD AMOUNT TO APPROXIMATELY \$5.64 PER MONTH ON A \$500,000 PROPERTY), FOR THE FOLLOWING PURPOSES:

- TO ADDRESS THE SHORTAGE OF AFFORDABLE RENTAL AND HOMEOWNERSHIP OPPORTUNITIES FOR YEAR-ROUND RESIDENTS OF THE FRASER RIVER VALLEY:
- TO PROTECT, MAINTAIN AND IMPROVE THE QUALITY OF LIFE IN THE FRASER RIVER VALLEY AND TO RETAIN AND ATTRACT TEACHERS, FIREFIGHTERS, POLICE OFFICERS, PUBLIC SAFETY PROFESSIONALS, NURSES, HEALTH CARE PROFESSIONALS, AND OTHER WORKERS WE ALL RELY ON IN OUR DAY-TO-DAY LIVES;
- TO IDENTIFY AND DEVELOP A DIVERSITY OF HOUSING STRUCTURES TO MEET THE NEEDS OF YEAR-ROUND RESIDENTS, FAMILIES, COUPLES, AND INDIVIDUALS; AND
- TO CONSTRUCT, DEVELOP, PLAN, FINANCE, ACQUIRE, REPAIR, MAINTAIN AND MANAGE AFFORDABLE AND ATTAINABLE HOUSING UP AND DOWN THE FRASER RIVER VALLEY (GRANBY, TABERNASH, FRASER, WINTER PARK AND UNINCORPORATED GRAND COUNTY).

AND SHALL THE FRASER RIVER VALLEY HOUSING PARTNERSHIP BE AUTHORIZED TO COLLECT, RETAIN AND SPEND THE PROCEEDS FROM SUCH PROPERTY TAXES WHICH SHALL CONSTITUTE A VOTER-APPROVED REVENUE CHANGE AND AN EXCEPTION TO THE LIMITATIONS CONTAINED WITHIN ARTICLE X, SECTION 20 OF THE COLORADO CONSTITUTION, SECTION 29-1-301, C.R.S., OR ANY OTHER LAW?

Fraser River Valley Housing Partnership Action Plan

Introduction

Purpose

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

Vision

Working households have stable, desirable **affordable** 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]~~ 100-200 housing units over the next five years. Support the full spectrum of workforce housing needs from very low income ~~to through senior management positions: teachers, firefighters, police officers, public safety professionals, nurses, health care professionals, and other workers we all rely on in our day-to-day lives; (replace with ballot language)~~

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.
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No single entity can solve the complex problem of our workforce housing shortage. The FRVHP 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. 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. 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, FRVHP 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-we will leverage the expertise of the public and private sectors, to manage risk and use limited resources efficiently.

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Goals: Follow Housing Needs Assessment recommendations and periodically collect updated market data

Tools: Regular reporting to the community, website, public meetings, annual report

Potential Partners: TBD

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Partner to acquire and build housing that is affordable for the local workforce

Goals: Participate in making at least 3-5 projects economically feasible in the next five years. While both ownership and rental opportunities are needed in the valley, the current focus of the FRVHP is rental inventory. Over time, we seek to use our housing needs assessment to guide the mix of incomes and tenures for the units we invest in. We anticipate making the majority of our investments in rental housing in the first five years.

Tools: Special Limited Partnerships, direct investment, property tax and sales and use tax exemptions, advocacy, access to tax exempt bond finance, and support with grant writing, staffing for support to work with local governments through entitlements processes, and technical assistance.

Potential Partners: Local governments, non-profits, funders, employers and for-profit developers.

Support efforts to landbank parcels that are well suited for workforce housing.

Goals: Participate in securing 2-3 significant parcels across the region in the next five years.

Tools: AcquireBuy and hold, long term lease, provide property tax exemption and/or joint venture with local government.

Potential Partners: Local governments, non-profits, funders, and for-profit developers, local jurisdictions

Build our organizational capacity. This includes becoming a trusted partner for the implementation of workforce housing, growing the knowledge of our board and staff, and growing our portfolio of income and assets over time.

Goals: Hire an executive director, establish our operating procedures, grow our expertise and reputation as a strong community partner

Tools: TBD working group, MOU, consultants, professional resources such as Housing Colorado and Colorado Mountain Housing Coalition, local jurisdictional partners

Potential Partners: Local governments, non-profits, funders, employers and for-profit developers.

Steward our resources responsibly. This includes leveraging our investments to create more housing, ensuring that Fraser River Valley Housing Partnership has an ownership interest or long term benefit from the projects we participate in, and ensuring that all workforce housing created with our resources is secured for long-term affordability through a deed restriction, community land trust, land use regulatory agreement or other similar instruments.

Goals: TBD

Tools: TBD

Potential Partners: TBD

DRAFT Project Criteria

- **Housing Need:** are we responding the full spectrum of workforce housing needs in the valley, as documented in our Housing Needs Assessment? Our initial priorities are rental projects that support our essential workforce. Over time, we seek to support homeownership opportunities as well. We seek to support projects that have a strong alignment between the local market need and the housing type, size, and price point provided.
- **Geographic Diversity:** are our investments being made equitably across the geographic area? Our initial priority is to support development and preservation of housing in each of in the three municipalities. Support for projects in the unincorporated county area will depend upon access to infrastructure (water, sewer, streets, transportation) and ability to meet the other project criteria such as value and housing need. Other geographic considerations include proximity to jobs, transportation, and services.
- **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 the value of predevelopment funds, gap financing, fee waivers, property tax and sales and use tax exemption, and the ability to leverage of other grants and resources like LIHTC. With limited resources, we seek to make impactful investments that catalyze projects that could not otherwise happen. We seek to make investments that will contribute to long term affordability in the community and have sound stewardship and property management plans in place.
- **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.
- **Community Planning and Public Engagement:** what processes have been used to ensure there is public engagement and strong alignment with community documents such as master plans, comp plans, and land use code? Have these processes been inclusive of groups that are most impacted by the housing shortage? We seek to make investments where there has been robust public engagement and strong alignment with community values.
- **Environmental Stewardship:** How are energy efficient and low carbon building techniques being used? Is the property transit and pedestrian friendly? Is it clustered in already developed areas, helping to preserve open space and support a responsible wildlife/urban interface? We seek to support resource efficient, environmentally sustainable housing.

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ADD THE BALLOT LANGUAGE AS AN APPENDIX

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[Appendix A:](#)

Ballot Issue 6A: FRASER RIVER VALLEY HOUSING PARTNERSHIP

SHALL FRASER RIVER VALLEY HOUSING PARTNERSHIP PROPERTY TAXES BE INCREASED BY AN AMOUNT NOT TO EXCEED \$1,200,000.00 ANNUALLY IN THE FIRST FULL YEAR (2022 TAXES PAYABLE IN 2023), AND BY WHATEVER ADDITIONAL AMOUNTS ARE RAISED ANNUALLY THEREAFTER, BY A MILL LEVY AT A RATE OF 2.00 MILLS (WHICH WOULD AMOUNT TO APPROXIMATELY \$5.64 PER MONTH ON A \$500,000 PROPERTY), FOR THE FOLLOWING PURPOSES:

- TO ADDRESS THE SHORTAGE OF AFFORDABLE RENTAL AND HOMEOWNERSHIP OPPORTUNITIES FOR YEAR-ROUND RESIDENTS OF THE FRASER RIVER VALLEY;
- TO PROTECT, MAINTAIN AND IMPROVE THE QUALITY OF LIFE IN THE FRASER RIVER VALLEY AND TO RETAIN AND ATTRACT TEACHERS, FIREFIGHTERS, POLICE OFFICERS, PUBLIC SAFETY PROFESSIONALS, NURSES, HEALTH CARE PROFESSIONALS, AND OTHER WORKERS WE ALL RELY ON IN OUR DAY-TO-DAY LIVES;
- TO IDENTIFY AND DEVELOP A DIVERSITY OF HOUSING STRUCTURES TO MEET THE NEEDS OF YEAR-ROUND RESIDENTS, FAMILIES, COUPLES, AND INDIVIDUALS; AND
- TO CONSTRUCT, DEVELOP, PLAN, FINANCE, ACQUIRE, REPAIR, MAINTAIN AND MANAGE AFFORDABLE AND ATTAINABLE HOUSING UP AND DOWN THE FRASER RIVER VALLEY (GRANBY, TABERNASH, FRASER, WINTER PARK AND UNINCORPORATED GRAND COUNTY).

AND SHALL THE FRASER RIVER VALLEY HOUSING PARTNERSHIP BE AUTHORIZED TO COLLECT, RETAIN AND SPEND THE PROCEEDS FROM SUCH PROPERTY TAXES WHICH SHALL CONSTITUTE A VOTER-APPROVED REVENUE CHANGE AND AN EXCEPTION TO THE LIMITATIONS CONTAINED WITHIN ARTICLE X, SECTION 20 OF THE COLORADO CONSTITUTION, SECTION 29-1-301, C.R.S., OR ANY OTHER LAW?



EXECUTIVE DIRECTOR
Fraser River Valley Housing Partnership

Recruitment Services Provided By



A scenic view of a snowy town at dusk. The foreground shows a residential area with snow-covered roofs. In the middle ground, there's a large, multi-story building. The background features a range of snow-capped mountains under a blue twilight sky.

The Opportunity

The Fraser River Valley Housing Partnership (FRVHP) offers the chance for an entrepreneurial professional to be the first Executive Director of their recently formed housing authority. The primary role of the Executive Director will be to develop and implement a strategy to facilitate the development of workforce housing units to benefit year-round residents.

About the Region

The Fraser River Valley is in Grand County, Colorado, a mountain community with nearly 16,000 residents. Grand County is home to the headwaters of the Colorado River, the Winter Park and Granby Ranch Ski areas, as well as abundant public lands and wilderness areas including world renowned Rocky Mountain National Park. Rocky Mountain National Park, less than an hour from the Fraser Valley, is a haven for outdoor enthusiasts and averages 3 million visitors per year, summer being the busiest season for the park.



About the Partnership

The Fraser River Valley Housing Partnership, a new intergovernmental entity with representatives from the towns of Winter Park, Granby, Fraser, and unincorporated Grand County, began working together in September of 2021 following a joint meeting between the Towns of Fraser and Winter Park. Both the Town of Granby and Grand County joined the working group during that same fall and a draft [Intergovernmental Agreement \(IGA\)](#) was presented to all the participating governments at a joint meeting on March 14, 2022. The approved Intergovernmental Agreement (IGA) officially formed the regional housing authority. The new housing authority, named the Fraser River Valley Housing Partnership (The Partnership) is tasked with addressing regional workforce housing shortages.

The Partnership has since worked together to research and advise the broader community on housing policy to facilitate collaborative partnerships, identify funding to build housing and purchase land, leverage grant funding opportunities, and maintain and manage affordable housing properties. It was determined that the best path forward was to establish a consistent revenue source to implement the Partnership's goals.

In November of 2022, Fraser River Valley residents approved ballot measure 6A, an investment in the Partnership to increase rental and homeownership opportunities for current and future year-round residents. Approval of 6A authorized a 2-mill property tax on residential and commercial property. This costs a homeowner about \$5.64/month on a home valued at \$500,000 and will generate about \$1.2 million each year to support the newly formed housing authority.

The Partnership [Board](#) consists of seven members. Four members are appointed from the participating governments and three are appointed as at-large members by the Board. The Director will act as secretary to the Board, recording appropriate minutes, preparing draft meeting agendas and maintaining appropriate records.



The Position

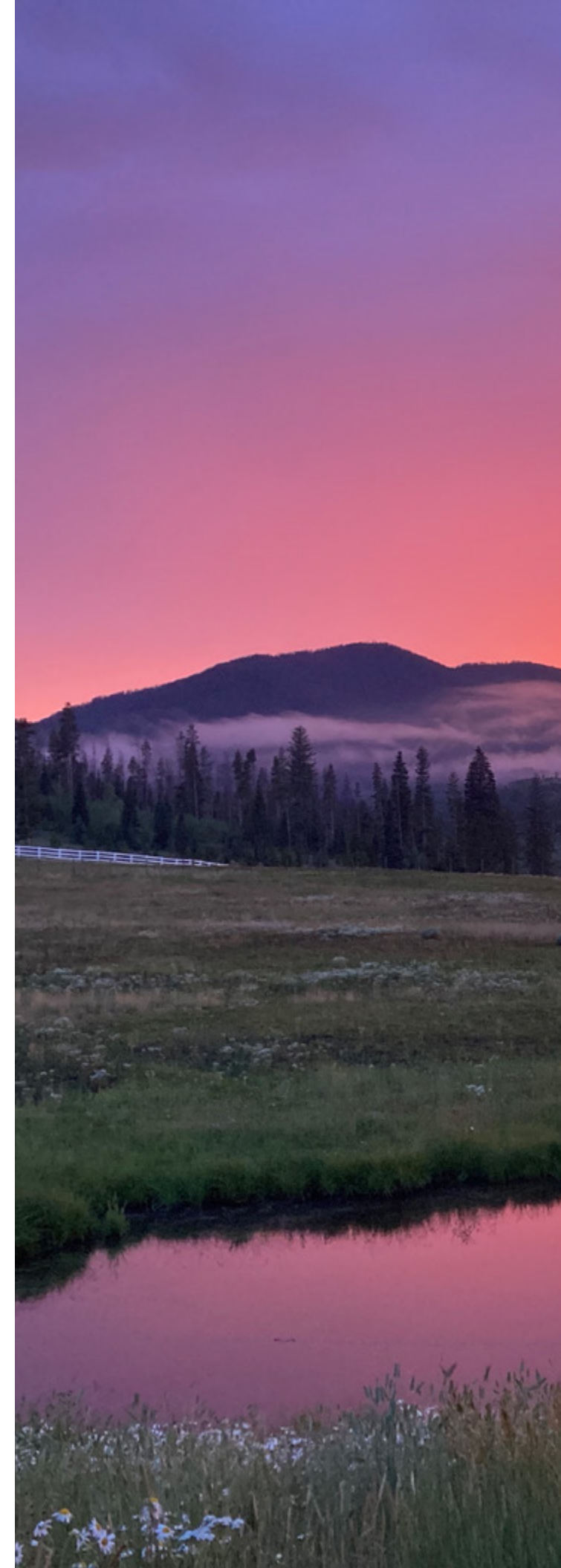
The first Executive Director will set the tone, structure, and culture of the newly formed Fraser River Valley Partnership Housing Authority. This leader will be responsible for the overall administration and implementation of programs, initiative, and new partnerships. In addition, the Director will be tasked with coordinating with the broader community to identify development sites, opportunities for public-private partnerships and to pursue the creation of new deed restricted units and the rehabilitation of existing housing stock.

While all the participating governments have agreed that workforce housing is a top issue, it will be up to the Executive Director to work collaboratively with the Board to determine the most effective and mutually beneficial path forward. [The Mountain Migration Study](#) revealed that home prices in mountain communities continue to reach record heights, with rents recently increasing 20-40% within one year. The Fraser River Valley [Housing Needs Assessment Update](#) conducted by the Partnership in August 2022 reveals a more than 700-unit gap in affordable rental and homeownership opportunities in the Fraser River Valley.

The Executive Director will be tasked with the following key responsibilities:

- Proactively engage with Towns and County to support their housing efforts and provide subject matter expertise.

- Develop budgets and policies and recommend staffing needed to carry out the Board's objectives through the development of a comprehensive housing plan.
- Serve as fiduciary for the Partnership. Develop and prepare annual operating budgets and reports, maintain performance and adequate internal controls, seek external financial sources for future projects, and maintain compliance with all federal, state, and local legislation.
- Act as contracting officer for the Partnership at the direction of the Board.
- Anticipate future legislation, ensure adherence to requirements, and advise the Board on actions needed.
- Create Board and staff development opportunities to grow capacity in understanding below market housing dynamics, opportunities, challenges, and solutions.
- Provide on-going evaluation and monitoring of all Housing Partnership programs, initiatives, and new partnerships.
- Research and implement new housing opportunities to meet the needs of Fraser Valley residents.
- Develop and understand a pro forma for project construction and operations.
- Serve as the Partnership's public relations ambassador represent the Partnership on various boards at federal, state and community functions.





Ideal Candidate

The ideal candidate for the newly created position of Executive Director for the Partnership will possess certain traits and experiences that will lead to success:

- Top candidates will have an engaging leadership style to drive an organizational culture that will build a team that can maintain open relationships with the Board, local agencies, and citizens on the critical issue of workforce housing with respect, integrity, and inclusivity.
- This future minded individual will consider the challenges outlined in the existing studies and implement a plan that will enable a vibrant community with a thriving workforce to have sufficient housing options for decades to come.
- A candidate with residential or commercial development experience with public/private partnerships is desirable.
- A professional with a history in mortgage lending, issuing of construction bonds, or managing deed restrictions would be valued by the Board.
- A self-starter willing to build an organization from the ground-up including assessing needs and acquiring professional services for a variety of organizational needs is essential.
- Experience working in mountain, resort, or rural communities.
- Experience procuring design, construction, and project management talent for building housing projects and managing teams to execute a successful development project.

Qualifications

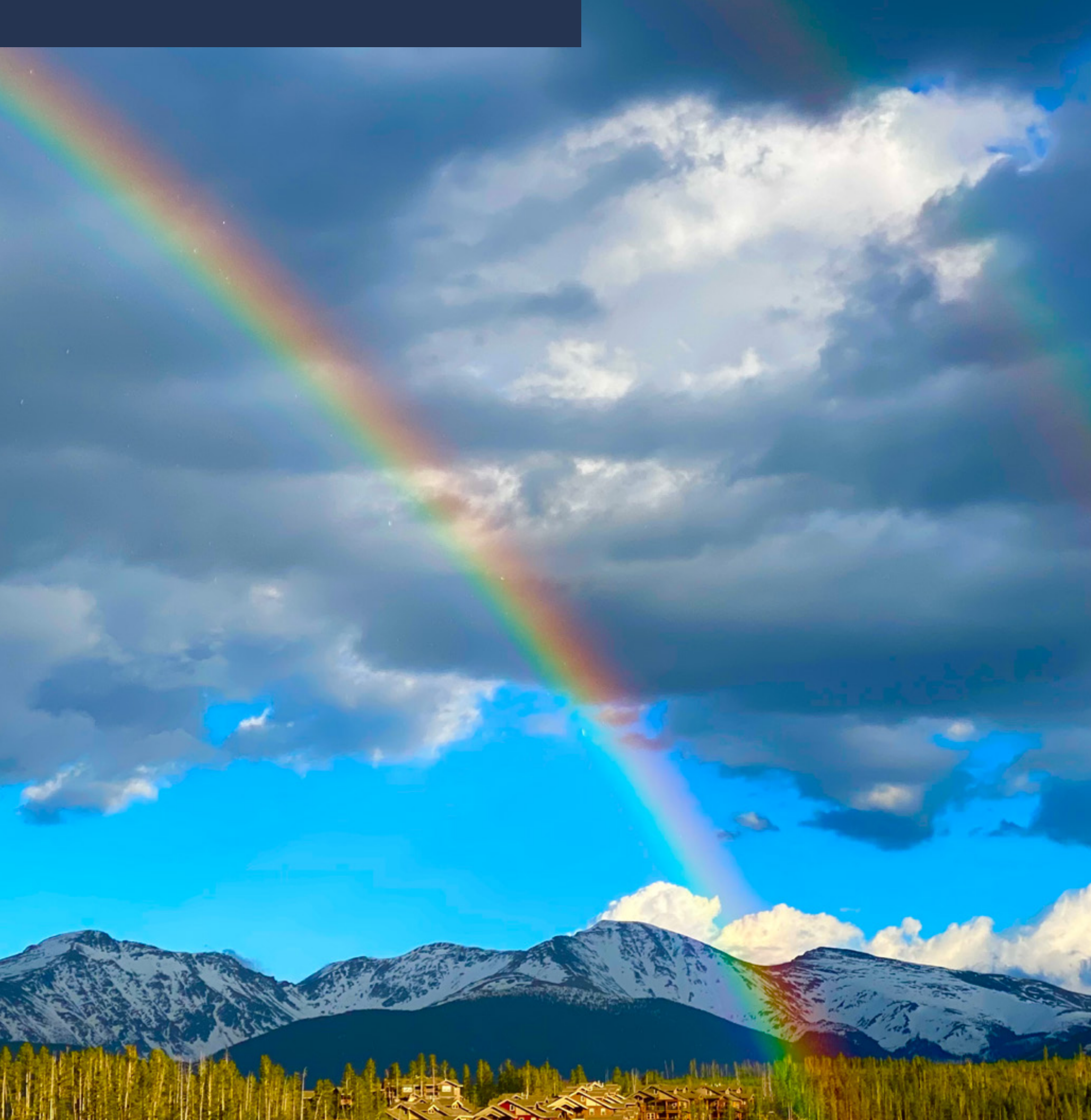
Any combination of education and experience that is likely to provide the necessary knowledge, skills, and abilities is qualifying. The following is a typical way to qualify.

Education: Graduation from an accredited college or university with a Bachelor's Degree in Public Administration, Business Management, City Planning, Urban Planning or a closely related field.

Experience: Three years of management experience in housing development, community development, neighborhood development, or a related field is desirable. In addition, working knowledge of general, financial, and construction administration; construction inspection, comprehensive housing planning, and mortgage financing is beneficial. Other desirable knowledge and experience includes:

- 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.
- Proven experience and results with development projects and experience building rental and/or for sale housing projects is ideal.
- Building or managing below market housing.
- Experience with financing housing projects and the ability to leverage HUD, USDA, DOLA, low-income tax credit, private, and locally available public funding, tax-exempt bonds, grants, and loans to creating housing projects.





Compensation & Benefits

The salary range for the Executive Director position is \$125,000 to \$150,000, with placement in the range dependent on qualifications. The Partnership is entering a three-year MOU with the City of Winter Park to provide payroll, information technology services and benefit administration for its employees. This will provide the Partnership's Executive Director with the same benefits as an employee of the City of Winter Park. Details of employee benefits can be found here [WP Benefits](#). The Partnership is also open to exploring housing and relocation benefits as needed.

The Recruitment Process

Confidential inquiries are welcomed to Julie Baca or Greg Nelson at (916) 550-4100.

Interested candidates may apply online at mosaicpublic.com/careers.

Candidates are encouraged to apply immediately, as this recruitment will close once a sufficiently strong candidate pool has been established.

This recruitment incorporates existing rules and regulations that govern public sector recruitments in the State of Colorado. In accordance with public disclosure/open record laws, information submitted for consideration may be made available to the public upon request by interested parties.

The Fraser River Valley Housing Partnership is an Equal Opportunity Employer.

