

1 - Agenda 20210525

2 - Community Foundation of the Gunnison Valley_Update

3 - Town of Crested Butte_Compass Plan Presentation

4 - Whetstone Affordable Housing Discussion

GUNNISON COUNTY BOARD OF COMMISSIONERS
MEETING NOTICE

DATE: Tuesday, May 25, 2021
PLACE: Board of County Commissioners' Meeting Room at the Gunnison County Courthouse
200 E. Virginia Avenue
Gunnison, CO 81230

GUNNISON COUNTY BOARD OF COUNTY COMMISSIONERS WORK SESSION:

- 8:30 am • Community Foundation of the Gunnison Valley; Update
- 8:50 am • Town of Crested Butte staff; Presentation of Compass Plan process
- 9:30 am • Whetstone Affordable Housing; Discussion
- Adjourn

Please Note: Packet materials for the above discussions will be available on the Gunnison County website at <http://www.gunnisoncounty.org/meetings> prior to the meeting.

ZOOM MEETING DETAILS:

Join Zoom Meeting
<https://us02web.zoom.us/j/88336680665?pwd=MVhiUzIBZnRrNjdma0JoUllXUzRaUT09>

Meeting ID: 883 3668 0665
Passcode: 149941
One tap mobile
+16699006833,,88336680665#,,,,*149941# US (San Jose)
+12532158782,,88336680665#,,,,*149941# US (Tacoma)

AGENDA ITEM or FINAL CONTRACT REVIEW SUBMITTAL FORM

Agenda Item: Community Foundation of the Gunnison Valley Update

Action Requested: Discussion

Parties to the Agreement:

Term Begins:

Term Ends:

Grant Contract #:

Summary:

The attached materials were provided by the Community Foundation of the Gunnison Valley.

Fiscal Impact: N/A

Submitted by: Katherine Haase for CFGV

Submitter's Email Address: khaase@gunnisoncounty.org

Finance Review:

Required

Not Required

Comments:

Reviewed by:

Discharge Date:

County Attorney Review:

Required

Not Required

Comments:

Reviewed by:

Discharge Date:

Certificate of Insurance Required

Yes No

County Manager Review:

Comments:

Reviewed by: GUNCOUNTY1\mbirmie

Discharge Date: 4/22/2021

Consent Agenda

Regular Agenda

Worksession

Time Allotted: 15

Agenda Date: 5/25/2021



here for good

YOUR COMMUNITY FOUNDATION – BY THE NUMBERS

Prepared for Gunnison County BOCC on 5.12.21

- 1:** We are one Community Foundation for one community: The Gunnison Valley! We strengthen and enrich the community through engaged philanthropy, thoughtful grant making, strategic education, and collaborative leadership.
- 3:** CFGV, in partnership with Gunnison Libraries, is elevating the local conversation around equity in a three-part effort. On May 4, Dr. Nita Mosby Tyler of The Equity Project in Denver led a workshop with over 100 attendees on "Deconstructing Equity." On May 5, Dr. Mosby Tyler led a Gunnison County-specific follow-up discussion for over 75 community members. During the month of May, interested organizations who participated in the trainings may apply for grant funding through CFGV.
- 4:** Honoring Nadine Henry's quiet dedication to and love of the local 4-H program, the longstanding 4-H Forever Endowment will now be the Nadine Henry 4-H Forever Fund. This is a reliable revenue stream for local 4-H programs for generations to come.
- 10:** Number of Gunnison Valley organizations involved in the Emergency Food Network, a group originally convened by CFGV to coordinate food relief efforts during the pandemic. Last fall, CFGV provided \$75,000 to the Network for longer-term food security efforts.
- 17:** Number of years Pam Montgomery led CFGV. Last year, she retired and CFGV veteran Lauren Kugler was appointed to the Executive Director role. The Pamela G. Montgomery Nonprofit Leadership Fund was established to further local nonprofit excellence.
- 20:** The Dan Tredway Excellence in Teaching Award has been presented for 20 years! In December, 2020 it was presented to third grade teacher, Kathy Garcia. Kathy is admired by colleagues, loved by students, and humble about her years of dedicated commitment to local kiddos. (Ask about the 2021 recipient – revealed at graduation on May 16th)!
- 26:** Over \$428,586 has been granted to 26 local organizations since April 2020 through our COVID-19 Recovery Fund to aid in pandemic recovery and resiliency.

51: Number of STEP advisors on our roster. STEP advisors help mentor nonprofit leaders in our community. As part of its commitment to strengthen the nonprofits of the Gunnison Valley, CFGV offers the STEP Program, standing for: **Sustainable, Tough, Efficient, Purposeful.**

100+: CFGV is a knowledgeable resource, effective convener, and strong supporter of all 100+ local nonprofits.

1,000: Over 1,000 children in Gunnison and Hinsdale counties have received free monthly age-appropriate books in the mail thanks to our partnership with Dolly Parton’s Imagination Library. This program is available to residents from birth through age 5 and helps increase childhood literacy.

\$16,295: Total scholarship funds given to high school seniors in 2021 through the Gunnison Kiwanis Club, Gunnison Memorial, Maxwell MacAllister, GHS Teacher of Tomorrow, and Elena Pedersen scholarships.

\$80,000: CFGV recently made its largest grant on record! \$80,000 in funding to the Gunnison Valley Health Foundation will be a catalyst to starting the new GVH countywide support network to immediately aid community members experiencing a mental health crisis.

\$895,258: CFGV’s 2020 contributions to the community and organizations our donors are passionate about. Amid a global pandemic and our community being a hotspot, CFGV recognized its most meaningful financial year ever!

\$12,831,665: CFGV’s current assets as of March 31, 2021 include many types of funds with a variety of focus areas. Donor advised, scholarship, designated, and field of interest funds are just some examples. About 2/3 of this figure is made up of various permanent endowments, insuring CFGV is “Here for Good” today, tomorrow and forever.





here for good

GUNNISON VALLEY COVID-19 RECOVERY FUND TIMELINE

The timeline below represents the Community Foundation of the Gunnison Valley's efforts to help our community become more resilient in its pandemic recovery efforts:

MARCH, 2020: In response to the onset of the COVID-19 pandemic causing the Gunnison Valley to become a hotspot, the Community Foundation of the Gunnison Valley launched a COVID-19 Recovery Fund to help local organizations meet people's urgent basic needs. Full-time and part-time residents, as well as visitors passionate about seeing our community thrive sent in donations from near and far. With most of the nation in quarantine, online donations at CFGV.org were quite popular!

APRIL 3, 2020: The first grants were made from the Fund. 8 local organizations received a total of \$25,590. Face masks for first responders, immediate food needs, and mental health support were among the priorities identified early on. Grantees included Gunnison County Health and Human Services, Gunnison Country Food Pantry, Gunnison Valley Mentors, Mountain Roots Food Project, Project Hope of the Gunnison Valley, KBUT Community Radio, Lighthouse Pregnancy Center, and Six Points Evaluation and Training.

APRIL 17, 2020: The generosity of many continued to shed hope on a scary situation for our rural community. \$41,670 was awarded to 7 organizations for food and rent assistance and access to mental health resources. Partnerships with the Rocky Mountain Health Foundation and Gunnison Valley Regional Housing Authority increased the financial support available.

MAY 1, 2020: Two weeks later, 3 grants totaling \$16,700 helped address the emotional strain on our community. After attempts of readjusting to life with a pandemic, isolation took its toll on the Gunnison Valley. Gunnison Valley Health Foundation was given funds to help connect isolated Senior Care Center residents to loved ones and increase peer support specialist availability to assist community members experiencing mental health crises, trauma or substance abuse. The Center for Mental Health received funding to cover counseling costs for people who lost their jobs or didn't have health insurance. And, the Gunnison County Substance Abuse Prevention Project (GCSAPP) received funding for a peer-developed program for youth to have free counseling sessions.

REMAINDER OF MAY, 2020: Support for CFGV's COVID-19 Recovery Fund continued as the County began to slowly reopen. Over \$50,000 in the next two grant cycles provided additional dollars for emergency rent and utility assistance. Mental health and food security continued to be addressed. Creative ideas like pop-up Farmer's Markets, home meal deliveries and art therapy classes were developed.

JUNE, 2020: Access to food was an ongoing need. From Marble to Gunnison and places in between, the Food Pantry was a critical resource. Many food pantries shut down at the onset of the pandemic, but our local Pantry rose to the occasion to serve even more people!

JULY & AUGUST, 2020: Summer 2020 was far from normal, but a sense of normalcy ensued as many folks were able to get outside, get back to work, and begin routines again, while following COVID protocols. CFGV's COVID-19 Recovery Fund goal expanded from meeting immediate basic needs to assisting with building community resiliency. CFGV awarded its largest grant ever - \$75,000 to a network of organizations working together on both short and long-term food security issues. Additional funds gave voice to suicide awareness, aided local childcare centers and addressed safety precautions for WCU's returning students, faculty and staff.

SEPTEMBER & OCTOBER, 2020: Both CB State of Mind and the Center for Mental Health each received \$5,000 to address ongoing community mental health needs. GVAWL received \$3,000 to help pets whose owners were adversely impacted by COVID-19.

DECEMBER, 2020: Thanks to the generosity of the City of Gunnison, \$30,000 in funding helped to mitigate the impact of the pandemic on Gunnison's early childhood centers and the families they serve. Furthermore, CFGV's COVID-19 Recovery Fund closed out the year with 26 organizations having received nearly \$300,000 in funding, thanks to the generosity of over 200 donors, including substantial contributions from the Colorado COVID Relief Fund and the Katz-Amsterdam Foundation.

FEBRUARY, 2021: Gunnison County Health and Human Services received a \$35,000 award, made possible through CFGV's partnership with the Rocky Mountain Health Foundation. The intent was to relieve hardship for the community's most vulnerable people, providing funds to pay for food, rent, utilities, and mental health counseling, as well as provide internet access for children's schooling needs. Additionally, the Lighthouse Pregnancy Center received funding for baby and nursing supplies, transportation, and virtual parenting education.



MARCH 5, 2021: One year after the pandemic hit Gunnison County, CFGV made its largest grant on record! \$80,000 in COVID-19 recovery funding was distributed to the Gunnison Valley Health Foundation to be a catalyst in starting the new GVH countywide support network to immediately aid community members experiencing a mental health crisis. To date, over \$425,000 has been contributed from CFGV's pandemic recovery fund to the Gunnison Valley. This would not have been possible without the kindness of those who care about our community, and the dedicated nonprofits and critical organizations that have stepped up to help our community recover and thrive!

APRIL 2021: As the community emerges from the COVID-19 pandemic, the Community Foundation is Here for Good to continue strengthening and enriching the Gunnison Valley through engaged philanthropy, thoughtful grantmaking, strategic education, and collaborative leadership.

For more information about CFGV or to make a donation, please visit CFGV.org.



here for good

HOW CAN THE BOARD OF COUNTY COMMISSIONERS PARTNER WITH CFGV?

1.) Communication: Feel free to email us your thoughts and ideas! As community members who care and as an organization that serves as an advocate and voice for the nonprofit community, we know we're stronger together. Stay in touch! We're a unique community resource, and the more you know about us, the more your constituents can leverage our organization as a resource. Lauren Kugler, Executive Director, can be reached at lauren@cfgv.org.

2.) Funds: "If you've seen one Community Foundation, you've seen one Community Foundation." We're all different, and that's a wonderful thing because it means each Community Foundation can customize its work to the community it supports. We have partnered with local municipalities in the past to steward project grant funds that must go through a 501(c)(3). We have a variety of fund types and ways we can administer funds, partner with municipalities and help address community issues. If you have any ideas about how Gunnison County can partner with CFGV, let us know!

3.) Endowments: CFGV currently has over \$12.8 million in assets because our organization, and other organizations, have effectively thought about the future. About 2/3 of this is permanent endowment. We are happy to help improve organizational sustainability and long-term planning by holding agency endowments (ex. Gunnison Arts Center Endowment) or designated funds that are permanent (ex. Nadine Henry 4-H Forever Fund) to benefit community organizations or initiatives. We are quietly building our own endowment as well, to diversify annual revenue in supporting CFGV operations and grantmaking over the long term.

4.) Collaboration: We constantly seek ways to cultivate collaboration among likeminded organizations and people for the greater good of the Gunnison Valley. Nonprofit organizations are a driving force in our community and provide critical economic impact, jobs, and support.

AGENDA ITEM or FINAL CONTRACT REVIEW SUBMITTAL FORM

Agenda Item: Town of Crested Butte staff; Presentation of Compa

Action Requested: Discussion

Parties to the Agreement:

Term Begins:

Term Ends:

Grant Contract #:

Summary:

Presentation from Town of Crested Butte staff regarding their Compass Plan process

Fiscal Impact:

Submitted by: Cathie Pagano

Submitter's Email Address: cpagano@gunnisoncounty.org

Finance Review:

Required

Not Required

Comments:

Reviewed by:

Discharge Date:

County Attorney Review:

Required

Not Required

Comments:

Reviewed by:

Discharge Date:

Certificate of Insurance Required

Yes No

County Manager Review:

Comments:

Reviewed by: GUNCOUNTY1\mbirmie

Discharge Date: 5/21/2021

Consent Agenda

Regular Agenda

Worksession

Time Allotted: 30

Agenda Date: 5/25/2021



Staff Report

May 25, 2021

To: Gunnison County Board of County Commissioners
From: Troy Russ, Community Development Director, Town of Crested Butte and Isa Reeb, Town Manager, Town of Mt. Crested Butte
Thru: Cathie Pagano, Gunnison County Director of Community and Economic Development
Subject: Crested Butte and Mt Crested Butte Joint Long-Range Planning Efforts

Residents, second homeowners, employers, ranchers, and visitors alike recognize the towns of Crested Butte and Mt Crested Butte and the entire north valley of Gunnison County as a special place. The natural setting, open space, recreational opportunities, livability, historic character, and charming communities intertwine to create a rarified place to live, work, visit, recreate, contemplate, and protect.

The Colorado Revised Statutes, C.R.S. 30-28-106 and 31-23-206 authorize communities in Colorado to develop Comprehensive Plans to guide, integrate and align, governing regulations, infrastructure investments, and municipal services with aspirational vision, civic priorities, and public needs. A Comprehensive Plan is a policy instrument that establishes a decision framework for regulatory tools, like zoning, subdivision regulations, annexations, infrastructure planning, and other public initiatives needing governmental implementation.

Both Crested Butte, through its Community Compass, and Mt Crested Butte, through its Master Plan are creating Comprehensive Plans independently for the respective communities in 2021/22. The creation of these important documents will involve extensive community engagement efforts that will result in two concise and graphically compelling documents that capture the many unique and diverse voices and opinions of each jurisdiction.

Collaboration between the Towns and Gunnison County

Several critical elements of our communities are shared or have regional influences with Gunnison County. Both Crested Butte and Mt Crested Butte are anticipating collaborating with each other and Gunnison County throughout these efforts to revise their Three-Mile Plans. Both Mt Crested Butte and Crested Butte want to create a shared vision with each other and the Gunnison County for the unincorporated areas of north valley within the towns' spheres of influence.

Crested Butte and Mt Crested Butte have initially identified three critical areas in the north valley that only together with Gunnison County can be successfully addressed. Are there others?

- Recreation, Open Space, & Environmental Stewardship
- Housing & Community Essentials
- Community Access & Mobility

Our staffs have met and have held initial discussions about how we could collaborate on the efforts to update plans for shared regional challenges throughout the north valley.

What happens when unique community core values conflict? A recent example in the Town of Crested Butte could be: “should the Town consider closing the RV dump station because of neighborhood impacts without a collaborating to find a regional solution?” A more difficult example is “should the entities increase density limits and decrease parking requirements to allow for more affordable housing?”, or “RTA continues to expand trips up and down the valley yet vehicles on the road between Gunnison and Crested Butte continue to increase, so what more can we do?”

As leaders of each community who are faced with complex questions and decisions on behalf of the community, having a rich and robust understanding of how fellow regional partners and their constituency envision a positive future, can be a very useful guide when faced with a difficult regional decision that need to be made. With a clear vision of where the north valley (Crested Butte, Mt Crested Butte, and Gunnison County) wants to be in the future each jurisdiction can quickly and clearly make better choices that keep the entire north valley moving in the shared desired direction.

Public Process

The communities are planning on starting the collaborative regional effort in September 2021. Our goal is to complete the collaborative portion of the plans by February of 2022. We hope to kick-off the plan during the Crested Butte Film festival with a month-long education and community recruitment effort. In this initial work, staff would like to facilitate a joint Town Councils and County Commission planning retreat among other large scale community outreach efforts.

After the kick-off phase, the partners will collaborate to assess our shared regional challenges against each communities’ core values. The communities would then use the assessment to collaborate and develop shared measures of success that would guide each communities’ decisions and actions related to the regional challenges in the north valley.

AGENDA ITEM or FINAL CONTRACT REVIEW SUBMITTAL FORM

Agenda Item: Whetstone Affordable Housing; Discussion

Action Requested: Discussion

Parties to the Agreement:

Term Begins:

Term Ends:

Grant Contract #:

Summary:

Discussion with consultants for proposed outreach, engagement, and conceptual design work for county's Whetstone parcel.

Fiscal Impact:

Submitted by: Cathie Pagano

Submitter's Email Address: cpagano@gunnisoncounty.org

Finance Review:

Required

Not Required

Comments:

Reviewed by:

Discharge Date:

County Attorney Review:

Required

Not Required

Comments:

Reviewed by:

Discharge Date:

Certificate of Insurance Required

Yes No

County Manager Review:

Comments:

Reviewed by: GUNCOUNTY1\mbirmie

Discharge Date: 5/21/2021

Consent Agenda

Regular Agenda

Worksession

Time Allotted: 30

Agenda Date: 5/25/2021

WHETSTONE HOUSING PROJECT

Project Team Qualifications



WILLIFORD, LLC

land use & affordable housing



Trestle Strategy Group is a women-owned real estate strategy and planning firm specializing in custom, collaborative consulting for complex real estate and community building projects. Trestle provides real estate strategy and entitlements, community engagement, needs assessment, and facilities planning services. The firm oversees complex planning projects from conception to completion, delivering impeccable project management, intelligent strategy, and smart solutions. Our goal is to help you feel the same way – smart, informed, and successful.

Trestle brings new vision and ideas to projects in order to build capacity, develop strategic alliances, empower community support, and implement innovative solutions. We are dedicated to solving challenging and iconic community development projects with individualized project management solutions using a collaborative and transparent approach. To that end, we custom tailor professional services to meet client-specific project goals and strive to develop functional solutions and enduring professional relationships with clients through an effective and collaborative problem-solving process with unwavering attention to detail. Trestle is accustomed to responding to complex challenges in pressure cooker environments, as our staff has the agility, capacity and experience to respond rapidly to project requests, unexpected changes, and realignments in scope.

Trestle brings significant experience, knowledge, contacts, and a track record of success to all of our complex development projects. Our strengths lie in understanding the key development features and translating those into inclusive process and language that all stakeholders can understand.



Danica Powell

Founder & Owner
Trestle Strategy Group

Danica is the passionate and energetic founder and owner of Trestle Strategy Group. Trestle's success is grounded in Danica's extensive network and her ability to bring new vision and ideas to projects in order to build capacity, develop strategic alliances, empower community support, and implement innovative solutions.

Working as a consultant to developers, nonprofits, governmental agencies, schools and universities, Danica has a proven track record for directing and managing a diverse portfolio of projects. Her background in urban planning, real estate, environmental science, marketing, and sustainability, combined with a community focused mindset, provides a unique perspective for pursuing non formulaic approaches to design and urban planning challenges. As an advocate for affordable housing solutions and community focused outcomes, Danica has partnered with local municipalities to implement several post flood recovery and resilience based projects in Colorado, including affordable replacement housing in Lyons and a multi-year stabilization project for an existing mobile home park in Boulder.



Marine Siohan

Project Manager
Trestle Strategy Group

Marine manages a diversity of community and stakeholder engagement projects at Trestle Strategy Group, including the Boulder County Regional Housing Partnership's Home Wanted community outreach program, and the Boulder County Parks and Open Space Cultural Responsiveness and Inclusion Strategy Plan process. Marine is a dynamic, efficient, detailed-oriented, and thoughtful project manager, who brings excellent organization and communication skills to best serve Trestle's clients.

Marine has significant experience working with different cultures and environments, and is passionate about helping communities become more equitable, resilient, and vibrant through well-informed, inclusive, and transparent decision-making processes.



Amanda Cole

Project Analyst
Trestle Strategy Group

Amanda brings a unique ability to understand complex disciplines quickly, communicate clearly, and adapt to change. A professional “cat-herder” and seasoned project manager, Amanda’s strength is taking uphill challenges or complex problems and finding the path forward, all while bringing stakeholders along and ensuring a high quality process. Amanda believes that commercial real estate shapes a community’s character and is driven by her principles toward an affordable, equitable, and enjoyable future.

Prior to joining Trestle, Amanda was a project manager for the City of Boulder and managed many high profile projects including the Alpine-Balsam redevelopment, Chautauqua Access Management Plan, Fire Station #3 land acquisition, and the City’s COVID-19 operational response. She has an MBA from the University of Alabama-Huntsville where she played Division II women’s tennis and worked for a management consultant in the aerospace industry in Huntsville, Alabama, before calling Colorado home.

WILLIFORD, LLC

land use & affordable housing



Willa Williford

Principal
Williford LLC

Willa Williford is principal of Williford LLC. She assists communities across the mountain west with strategic planning, market analysis, and in building housing that is responsive to community needs. As a consultant, Willa has provided extensive technical assistance to small and medium sized communities as they grapple with housing shortages and the complexities of affordable housing development. She has first-hand experience with the types of problems and challenges that this Guidebook seeks to address.

Willa’s experience includes housing development, finance, asset management, and program implementation in the public and private sectors. Prior to consulting, she served as Housing Director for Boulder County, Colorado, where she was responsible for adding 500 new affordable homes, and developing financially sustainable, results-oriented programs and policies. She previously worked for Boulder Housing Partners and U.S. Bank Community Development Corporation. Willa holds a Master of Urban and Regional Planning degree from University of Colorado at Denver, and an undergraduate degree in political science from Reed College in Portland, Oregon. She has completed an International Housing Exchange to South Africa with NAHRO, served on the CHFA Tax Credit Advisory Group and several Housing Colorado Committees.

She has been project manager on numerous other successful housing policy, strategy, and development projects, which are summarized in her resume and on her website.

Williford LLC



jv DeSousa Architecture (jvD) is focused on leveraging its design skill and expertise to maximize the benefit to the community - especially those groups typically underserved, most in need of assistance and least able to pay for design services. We seek to serve communities and improve the human condition through the creation of architecture that: is uniquely fitted to its time and place, is supportive of quality patterns of inhabitation for those who live there, is restorative to natural environments and engenders the bonds of community.

The firm is mission driven to only take on work that is community supportive. The vast majority of our workload is in affordable housing but we have also worked on community centers, park and recreation facilities and other civic structures.

Affordable housing projects previously designed by the firm have won numerous design awards and been published extensively but the firm takes most pride in the positive impact its projects have on the people who live in them.

We bring deep experience in the design of affordable single family and multi-family residential buildings. Our portfolio includes senior housing, workforce housing, and permanently supportive housing for chronically homeless people. We are confident in our ability to work with you to design a project that will meet your needs and exceed your expectations.



jv DeSousa

Principal
jv DeSousa Architecture

jv DeSousa has 32 years of experience working in the field of architecture. He takes a critical approach to design, striving to create environments that transcend the exigencies of program and budget to become memorable, evocative and timeless places. His buildings and landscapes have won awards and recognition in the United States and Australia. His experience spans many building types – from single and multi-family residential to large, complex medical laboratories and hospitals.

jv is a member of Housing Colorado and Design by Community. He volunteers many hours every summer and autumn organizing and leading design charrettes for affordable housing providers across the state. These pro bono design efforts help build community support and confirm the viability of the project which in turn helps them gain funding for it. In 2020 he is working with the town of San Luis on housing and economic development concepts for this very small community in the San Luis Valley.

RCH Jones Consulting specializes in providing complete financial underwriting & development advisement services for developers and investors of affordable housing communities across the nation. Located in Boulder, Colorado, our mission is to provide the most informed, comprehensive and tailored advice to our clients.



Ryan Hibbard Jones

President
RCH Jones Consulting

As the President of the company, Ryan Hibbard Jones brings an MBA in real estate development & finance and 18 years of experience in both the development of affordable housing and the financial underwriting of equity investments for syndication of low income housing tax credits (“LIHTC”), historic tax credits, investment tax credits (solar), state tax credits, bonds, and other affordable housing-based financing. This dual perspective is one of our cornerstones to providing superior service to the clients we partner with.



JVA, Incorporated is a consulting structural, civil and environmental engineering firm headquartered in Boulder, Colorado with Front Range offices in Fort Collins and Denver and western slope offices in Winter Park and Glenwood Springs, Colorado. JVA has a 65-year history of engineering experience serving architects and owners on building projects and site development throughout the Rocky Mountain area and nationwide. Our current staff size is 120, and senior staff are registered in Colorado and all 50 states.

Key members of JVA's staff are LEED Accredited Professionals, and as a member of the USGBC we are committed to sustainable design practices that promote high performance buildings and sustainable sites. We provided services on Bethke Elementary, the first school in the nation to be certified under LEED for Schools. We are presently active in the design and retrofit installation of Photovoltaic Arrays on buildings across the country.

Residential construction makes up a significant portion of JVA's portfolio, and these projects include multi-family and single-family for homeowners, private developers, and institutions in Colorado and the western U.S. JVA has completed numerous employee and affordable housing projects. We provided structural engineering services on the 60,000 SF Solar Vail employee housing development and the \$4M, employee housing project for the Roaring Fork School District in Carbondale. In addition, JVA has been involved in affordable housing projects for the Denver Housing Authority and Thistle Affordable Housing in Boulder County. We have also been involved in multiple senior housing and student housing projects in Colorado.



Kevin Vecchiarelli

Vice President, Civil
JVA | Winter Park

Project Engineer/Manager for the following Projects

- Crested Butte Center for the Arts, Crested Butte, CO.
- Glenwood Green, Glenwood Springs, CO.
- 130 South Main, Breckenridge, CO.
- C Lazy U Ranch, Dexter Ridge/Meadows Subdivision, Grand County, CO.
- Rocky Mountain Biological Laboratory Community Center, Gothic, CO.
- Western State University-Campus Master Plan, Quigley Hall, Taylor Hall, Student Union Gunnison, CO.
- Ayres Residence, Winter Park, CO.



J.R. Spung

Senior Project Manager
JVA | Glenwood Springs

Project Manager for the following projects:

- Roaring Fork School District Affordable Housing, Carbondale, CO.
- Two 10 at Castle Peak Affordable Housing, Eagle, CO.
- Town of Crested Butte On Call Engineering, Crested Butte, CO.
- Crested Butte Community School Parking Lot, Crested Butte, CO.
- North Village, Mt. Crested Butte, CO.
- Lot 18 Villas, Mt. Crested Butte, CO.
- 6 West Apartments, Edwards, CO.



Ponderosa Community Stabilization

Boulder, Colorado

Since 2015, Trestle has been leading a redevelopment team - including JVA Engineering for civil - tasked with establishing community resiliency for the Ponderosa Residents. Through a robust community engagement program focused on zero residential displacement, the project has been annexed into the City of Boulder, gone through a rigorous entitlement process, and is currently under construction. This affordable housing project is sponsored by the City of Boulder and is delivering the residents with fixed foundation affordable housing, safe and reliable utilities, and a sense of community stability.

Status:

- Infrastructure replacement completed Q1 2021
- First homes under construction Q3 2021



Home Wanted Regional Housing Partnership

Boulder County, Colorado

Back in 2017, Williford LLC managed the successful creation of a regional housing strategy for the Boulder County Regional Housing Partnership. We led and supported a diverse stakeholder team of 15 housing professionals to create the County's first-ever cooperative strategy on affordable housing goals. The plan envisions boldly addressing the local housing crisis by tripling the amount of affordable housing created and preserved over the next 15 years.

Since 2020, Trestle is facilitating Home Wanted, the community outreach program on behalf of the Boulder County Regional Housing Partnership. With only 5% of existing housing in Boulder County considered affordable, the mission of Home Wanted is to unite our communities to adopt strategies and policies and secure adequate funding for providing housing stability and affordability for low- and middle- income residents.

Project Examples



Lyons Housing Collaborative

Town of Lyons, Colorado

Trestle Strategy Group supported the Boulder County Housing Authority's (BCHA) community outreach program to the Lyons community. Trestle spearheaded a number of community outreach and engagement programs to inform the community about the planned 60-unit housing development project that would relocate families back in the Town of Lyons after the devastating 2013 flood. Specific programs included community walkabouts on the site where curious individuals could ask questions and learn about the project; website development to provide easy-to-access information regarding project logistics, updates, and FAQs; email newsletters providing consistent and direct communications to the community; and visioning and engagement workshops where community members, stakeholders, and civic leaders could be engaged in the planning process through interactive sessions around massing, architectural treatment, amenities, sustainability, buffers, connections, and more.



Lazy K Workforce Housing

Gunnison, Colorado

This public/private partnership includes renovation of existing structures and integration of “missing middle” duplexes and townhouses side by side with a new city park. The site will have sixty five homes for sale, two thirds of which will be deed restricted.

Willa has provided guidance and project management for community engagement, developer selection, grant funding, and entitlements. Iv DeSousa is project architect.

Construction anticipated to begin Spring 2021.





Maxfield Heights Senior Apartments

Rifle, Colorado

Public/private partnership for 50 new units of new senior housing adjacent to Rifle Housing Authority's existing housing. Project successes include extensive support from the local community, features to serve seniors with sensory and mobility impairments, and a partnership with the nearby Senior Center to assist residents as they age in place.

Willa and Ryan supported the Rifle Housing Authority and TWG Development through community engagement, developer selection, successful award of 9% LIHTC, DOLA funds, financial closing and construction.

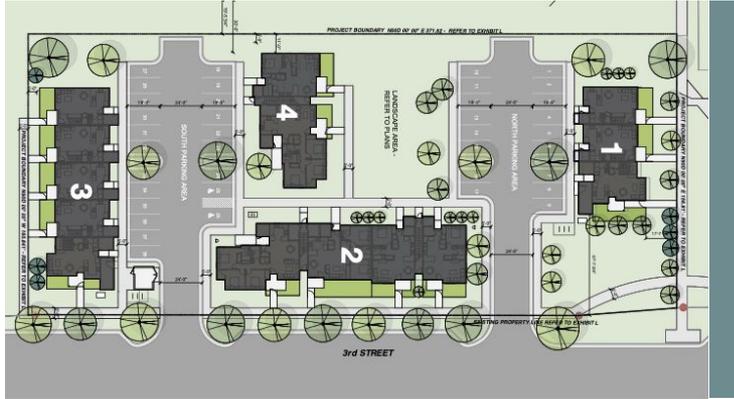
Project completion anticipated Summer 2021.



Two 10 At Castle Peak Eagle Ranch Workforce Housing

Eagle, Colorado

iv and his firm have been tasked with the design of a structure that can function as workforce housing for the first seven to ten years of its life cycle and then easily convert to independent senior living when the property is to be purchased by the adjacent land owner, Cassia, for integration into their continuum of care facility immediate to the west. Units have been designed with a “one plus” plan that allows them to function as a one bedroom with den or craft space in the future while working as a two bedroom unit in the near term.



Community Partnership Housing Roaring Fork School District Teacher Housing

Carbondale, Colorado

ivD worked with the Roaring Fork School District on the design of a new 20 unit housing project on school property just south of Bridges High School and the Carbondale branch library. A variety of housing types and sizes are included. The project was the first to be designed and approved under the Town of Carbondale's Unified Development Code. The project plan defines the street edge along Third Street while filling in the void between the library and the Third Street Center.



Danica Powell

(303) 579-6221

danica@trestlestrategy.com

www.trestlestrategy.com

Willa Williford

(303) 818-0096

willa@willifordhousing.com

www.willifordhousing.com

DANKE!

THANK YOU!

MERCI!

GRAZIE!

GRACIAS!

DANK JE WEL!



WILLIFORD, LLC

land use & affordable housing

WHETSTONE HOUSING PROJECT

Revised Proposal For: **Gunnison County, Colorado**

Submitted By: **Trestle Strategy Group & Williford, LLC**

Date: **April 9, 2021**



WILLIFORD, LLC

land use & affordable housing

Proposal Overview

01

Cover Letter

02

Project Context

03

Project Approach

Dear Ms. Pagano and Mr. Cattles,

Thank you for the opportunity to propose this scope of work. We are pleased to offer our collective skill sets and experience to support this important affordable housing development project on the County-owned Whetstone parcel. We believe that the bench strength of our team, which is comprised of Colorado-local consultants who are well versed in affordable housing development, combined with our hands-on approach to community engagement will uniquely suit the goals of Gunnison County for this project.

Creating an successful development strategy involves a solid understanding of the community's needs and interests, as well as the technical characteristics of the site and development finances. The combined expertise of Williford and Trestle Strategy Group and the engaged subcontractors bring a powerhouse team with local understanding of affordable housing, ability to implement effective community engagement, and resourcefulness of technical experts to guide Gunnison County toward a Whetstone development that's reflective of the community's goals and the physical realities of the site.

Williford and Trestle Strategy Group, two women-owned companies, pride themselves on years of affordable housing advocacy and a principled approach to engaging the community. With years of successful collaborations together, our full consultant team is excited to provide a seamless experience for Gunnison County and we look forward to working alongside you on this venture.

Danica Powell
Trestle Owner and Founder

Willa Williford
Williford Owner and Founder

Located in the north end of the Gunnison Valley, the 13 acre Whetstone parcel presents an opportunity for much needed housing solutions in the community.

The incredible mountains and resort amenities of Crested Butte and Mount Crested Butte attract visitors, second home owners, and high income families with “work from anywhere” jobs. The local workforce is increasingly priced out of the housing market, and many with jobs in the north valley commute from the south valley.

With thoughtful planning, community engagement, and the right development partners, Whetstone could achieve a far reaching array of community goals:

- Supporting the **local economy**, with reliable housing for the workforce;
- Providing **housing security** for essential members of the community who have been facing housing challenges such as overcrowding, low quality/high utility cost, rising rents, or being frequently forced to move (due to home sales and conversions to short term rental);
- Supporting **environmental goals** by reducing commuting and improving energy efficiency through green building and modern construction techniques.

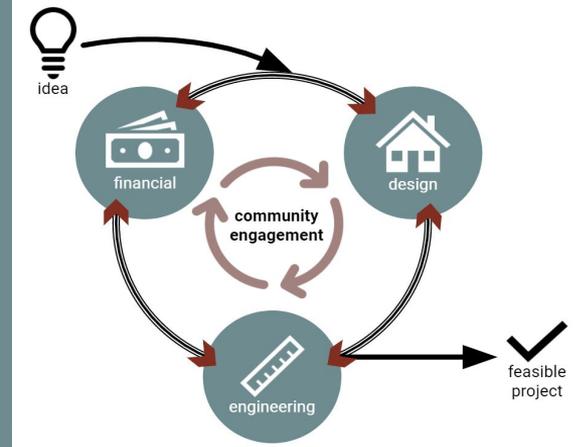
The proximity to Riverland Industrial Park and the history of the Corner at Bush Creek present opportunities and challenges for this site. Thoughtful community engagement, and connectivity between Skyland, Riverbend, Crested Butte, and the new housing will be important.



The county-owned Whetstone development is in its infancy - what will it become, how can it be its best, and how do we make it happen?

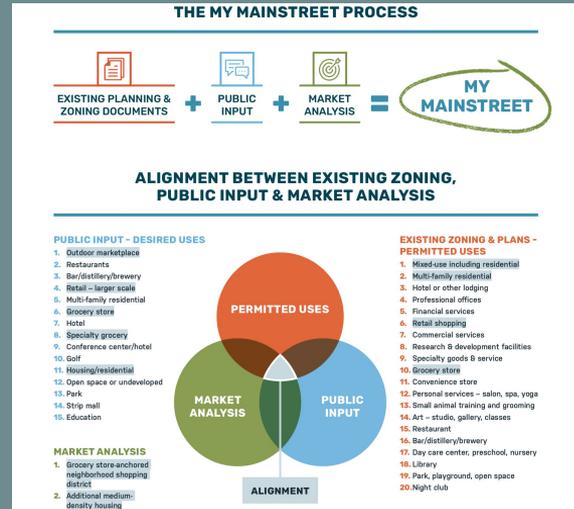
We will work with you and the community to answer those questions and more. Not only will we bring expertise for the technical aspects, such as land use, civil, finance and development, but we will also bring an experienced perspective on how to bring out the best ideas, visions and expectations of the area's community and partners.

Our approach is iterative. We see the project stages informing one another as we move throughout the project toward a well-thought implementation strategy. Based on our Team's experience, we have a set of tools for engagement that we will use as a starting point. We will bring our initial observations, assessment, and technical tools to recommend options and frame tradeoffs for County decision makers. We will work closely with the County team to stay on point with the project milestones while retaining the flexibility needed for successful community engagement.



Iterative Approach Illustration

Project Approach



Sample project: How existing zoning, public input, and market analysis aligned to create the My Main Street project, Parker, CO



Stage 1: Groundwork with local partners

To best understand the foundation, we will work in partnership with you to create an outreach strategy and initial partnerships with stakeholders (including the business community, developers, public officials, other jurisdictions leadership, the community at large, and more) by framing key questions and gathering an initial assessment of opportunities and constraints.

Stage 2: Building a Neighborhood Framework for Housing in the Area

This stage will build on the foundation to give it shape by clarifying principles, goals, and expectations through small group discussions that will both inform and be informed by a technical analysis of site conditions, potential uses, and financial modeling.

Stage 3: Planning and Design Strategies

Utilizing the information and engagement so far, the design charrette will be an exciting opportunity to further develop the concepts with our stakeholders and will be strategically planned to draw out the best visionary and feasible options for Whetstone.

Stage 4: Implementation Strategy

“Putting pen to paper”, we will bring together community needs, site requirements, and the vision. Our consultant team has decades of experience in implementation and knows how to develop a strategy for success. We will use this knowledge and the uniqueness of the site to deliver a flexible, grounded, and actionable strategy for implementation.

Stage 5: Sketch Plan Development

Creating a [Sketch Plan](#) will enter the Whetstone project into the development review process, which will further shape the expectations of the property through the county’s regulatory “lens” and provide predictability for the project’s outcomes. Our team will coordinate the creation of required documents and deliver the sketch plan package. This scope assumes that the County will facilitate the approval process.

Activities & Deliverables

Stage 1:

- Outreach Strategy
- Initial Engagement Assessment
- Partnership Building

Stage 2:

- Small Group Meetings and/or Walkabouts
- Technical & Financial Analysis

Stage 3:

- Design Charrette
- Site Opportunity Analysis

Stage 4:

- Development Strategy
- Refinement of Financial Analysis
- Development Partnership Approach

Stage 5:

- Coordination of pre-app conference
- Sketch plan submittal documents

Our experience working with various public agencies allows us to **tailor our process to your needs**. We will create an Engagement Strategy and Community Outreach plan as part of the project onboarding to identify communication protocols, roles and responsibilities, critical success factors, and coordination schedule. More importantly, the engagement strategy and community outreach plan will contain detailed information regarding the timing and intent of engagement with specific staff working groups and the public. It will further define the scope of work, deliverables, milestone dates, and budget information.

Based on our **stakeholder analysis**, we will select relevant strategies to engage and address the specific needs of stakeholders, who will have various levels of engagement intensity necessary. We will tailor strategies appropriately for these needs. We will work especially hard to **engage ALL affected stakeholders** and create an inclusive approach that includes Spanish speakers, children, seniors, disabled, and other traditionally non-represented stakeholders to participate. In addition, we will create a focused opportunity to **involve developers** as a key stakeholder to provide input that supports the ultimate vision and feasibility of the project.

In past similar projects, we have experienced success with “process committees” made up of Council or Planning Board members that can weigh-in on the outreach plan and schedule for the project, which in turn creates **transparency in the process**.

POP UP EVENTS - PUBLIC ENGAGEMENT

To meet all community members where they are, the My Mainstreet team went to several community events and gathered input regarding uses and vision for the properties. Doing so allowed for a variety of input and provided community members who may not have had access to Let's Talk Parker the opportunity to provide feedback. The My Mainstreet team was able to reach elected officials, families, older adults and youth.

POP-UP EVENT SCHEDULE



Sample project: Summary of engagement activities implemented on the My Main Street project, Parker, CO



Go Where the Community Is. Examples of Community Stakeholders to Engage Are:

- Schools: Kids & Teachers
- Hospitality Staff & Healthcare Workers
- Riverland Business Owners
- Arts & Culture Community
- Latinx / Immigrant Communities
- Black Lives Matter Groups

Community Engagement Approach

Community Engagement Matrix

The following list of activities provides a snapshot of engagement tools we have successfully used and implemented on previous projects. We will discuss which tools to use, for which stakeholder groups, when to deploy them, with the core project team.

Tool	Purpose	Benefits	Features	Cost	Link to Examples
Bang The Table (BTT) website and newsletter	<ul style="list-style-type: none"> - Build a robust website for the BCRHP to gather online feedback and share information - Host a consolidated repository of project documents, information, data, links, etc. 	Opt-in site registration can enable to collect demographic data, prevent anonymous comments, and build a distribution list for updates & newsletter	<ul style="list-style-type: none"> - Updates - Meeting notices & minutes - Graphics - Surveys - Quick polls - Timeline - Feedback form 	\$\$	Engage Vail: Town of Vail Civic Area Plan
Interactive Meeting Activities and Polling	Poll the audience during a public meeting and get live results to gear the conversation	<ul style="list-style-type: none"> - Keep meeting participants active and engaged - Live results - Easy data collection 	<ul style="list-style-type: none"> - Online app - Possibility to vote with a smartphone and through text messages 	\$	Eagle River Youth Coalition Workshop on the Vail Civic Area Plan
FAQs	Compile a wide range of questions and provide detailed answers. Post on project website, share via email, or distribute hard copies at public meetings	<ul style="list-style-type: none"> - Provide fact-based, consistent, and transparent information and data - Build a referent document 	<ul style="list-style-type: none"> - Organize questions into main themes - Date and source questions for easier tracking and transparency 	\$ (cost can escalate if all material needs to be translated)	Ponderosa Resident's Guides
Walkabouts	Casual, inclusive, regularly occurring walks or hikes to informally discuss topics around concerns with community members	Comfortable, familiar environment for dialogue as community members are encouraged to bring kids, dogs, or friends	<ul style="list-style-type: none"> - Determine times you'll be available to walk with community members - Can incorporate themes or topics, or keep it open-ended 	\$	Lyons Housing Collaborative
City As Play	Participants design their ideal neighborhood and tell a story about their aspirations and view of the future for their community	<ul style="list-style-type: none"> - Encourages children and adults to participate in the planning process - Empowers participants to have a stake 	<ul style="list-style-type: none"> - Use found objects (toys, strings, old parts, etc.) - Participants make models, re-imagine structures, roads, paths, etc. 	\$	Ponderosa City As Play Activity (2015)

Community Engagement Matrix

Tool	Purpose	Benefits	Features	Cost	Link to Examples
Youth Engagement	Find creative ways to engage children and youth leaders in the process	<ul style="list-style-type: none"> - Reach typically underrepresented population - Opportunity for fun, creative events 	Can take many forms (reach out to youth organizations, school activities, workshops)	\$\$	Ponderosa Youth Community Design Workshop with Growing Up Boulder
Red Frame / Green Frame	Community members identify what they like and dislike in their neighborhood by walking in the neighborhood or site, framing things they like (green) or dislike (red), and taking pictures	Easy and effective activity to engage adults and children around neighborhood values, visions, and opportunities for change	<ul style="list-style-type: none"> - Create cardboard frames out of pizza or grocery boxes - Walk the neighborhood with community members 	\$	Ponderosa Red Frame / Green Frame Exercise
Storytelling	Create a narrative of experience to describe the people, neighborhood, and perspectives.	<ul style="list-style-type: none"> - Authentic way to display concerns and aspirations and learn about other viewpoints - Tie to project goals or guiding principles 	<ul style="list-style-type: none"> - Can take many forms: art project, hopes & fears board, memories board, videos - Share with stakeholders, elected officials, etc. 	\$\$-\$	Home Wanted Storyboard
Data Visioning Videos	Present architectural or technical data in short video formats	<ul style="list-style-type: none"> - Make a large quantity or complex data easily digestible and comprehensible - Opportunity to gather additional feedback based on videos 	We have experience using the Moovly web-based app to create video (extra subscription cost).	\$\$	Vail Civic Area Plan Preliminary Design Ideas
Visioning Workshops	Create your own processes that encourage creativity and out-of-the-box thinking to explore ideas and scenarios	<ul style="list-style-type: none"> - Re-think more traditional notions of visioning and design charrettes - Foster innovation 	<ul style="list-style-type: none"> - Use Legos, clay, maps, string, and other familiar objects - Record and document ideas and all perspectives 	\$\$\$	Ponderosa 01-27-18 Visioning Workshop

Risk Reduction Strategies throughout the Project

A key to successful development is reducing risk wherever possible. To us, the effort to reduce risk starts at the beginning. While we will include risk reduction strategies throughout the process, here are some examples of what it looks like:

- **Confirm community & stakeholder expectations:** Good ideas are made better with input from the community. Strategic community engagement has the opportunity to reduce risk by creating genuine, trust-based buy-in early in the process. By building the vision for Whetstone that compliments the community, future stakeholders, County Commissioners, and the public can be more confident in the project's success.
- **Understand the technical details:** Good ideas are also made better by making sure that they work! Vetting potential technical issues, including financial feasibility, will avoid surprises later in the process. While we won't be able to answer all questions now, our team knows the big questions to ask related to finance, engineering, and design early on so that we can reduce risk by creating an implementable project.
- **Increase predictability:** The community and county both are interested in predictability, meaning that all interested stakeholders would like to have a clear idea of outcomes. We can begin to create predictability through community engagement and accountability, avoiding surprised through technical vetting, and developing the sketch plan concept. These steps will layer predictability into the process, which will reduce risk through foreseeable outcome development.

Example Strategies

- Process Committee
- Feedback Loop: Graphical Representations of Feedback and Information Sharing to Make the Process More Transparent
- Elevating the Voices of the People Impacted by the Housing Shortage
- Translate Technical Information into Comprehensible Information
- Preliminary Engineering Evaluation
- Infrastructure Cost Estimates
- Anticipate Financial, Design and Engineering Opportunities & Pitfalls
- Feedback Loop with the Community based on their Participation
- Prepare for Sketch Plan
- Involve Developers Early in the Process

Our team reflects decades of affordable housing and community engagement experience throughout Colorado - and our bench of consultants and local experts reflects a customized approach to supporting this important project for the Gunnison Valley. Together, we have worked together on dozens of projects in many different configurations adapting and responding to each locality and project demands.

Together we are deeply committed to financially viable, environmentally sustainable,, human centered design in each community we work with. As you will see in the following pages, our experience in high cost, high amenity communities is extensive. We bring a strong focus on equity, inclusion, and environmental sustainability to our work. And we have worked together so often, we function as a single firm.

You will find our team's qualifications in a separate appendix.



Danica Powell

(303) 579-6221

danica@trestlestrategy.com

www.trestlestrategy.com

Willa Williford

(303) 818-0096

willa@willifordhousing.com

www.willifordhousing.com

DANKE!

THANK YOU!

MERCI!

GRAZIE!

GRACIAS!

DANK JE WEL!



WILLIFORD, LLC

land use & affordable housing