

**ELEVATION COMMUNITY LAND TRUST**  
**DRAFT APPLICATION FOR THE U.S. DEPARTMENT OF HOUSING AND URBAN  
DEVELOPMENT PRESERVATION AND REINVESTMENT INITIATIVE FOR  
COMMUNITY ENHANCEMENT (PRICE) REPLACEMENT PILOT COMPETITION**

**June 20, 2024**

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## Exhibit A: Executive Summary

In the Spring of 2022, an out-of-state investor made an offer to purchase both the Westside Mobile Home Park (Westside), comprised of 62 manufactured units, and the immediately adjacent Triangle Park comprised of 12 unit manufactured units, located just outside Durango. Both parks' residents are critical members of the local workforce - they work in construction, restaurants, hotels, medical support, and more. Upon receiving notice of the sale per Colorado's 2020 Mobile Home Park Act, the residents immediately organized and met with the Board members of Animas View Co-op, a mobile home park in Durango that had recently acquired their mobile home park in 2021 using the Resident Owned Communities model (ROC). Led by resident and community organizers and supported by two nonprofit agencies, Elevation Community Land Trust (ECLT) and HomesFund, that were willing to act quickly to increase the resident's capacity, along with swift local government funding and support from a local bank (First SouthWest Bank), a statewide CDFI (Impact Development Fund), and other private funders, these parks were successfully acquired on behalf of their residents and are now under a shared management structure.

In the intervening years, ECLT has stabilized the park, made life safety improvements, and collaborated with the residents to create a shared vision for the future. Now, ECLT will pursue the resident-driven redevelopment of the parks as a permanently affordable, thriving community of opportunity, redeveloping the parcels in phases using modular construction to minimize disruption and assure zero displacement. The 74 existing units will be replaced by a total of 107 homes on permanent foundations; 22 will be affordable rental units, and 85 will be affordable for-sale homes. ECLT has committed to no lot rent increases and zero displacement throughout redevelopment.

The proposed activities are eligible under the PRICE Replacement Pilot NOFO as they fall into the following categories of eligibility:

- acquisition / purchase, installation, and new construction of housing
- voluntary buyouts for purposes of relocation
- housing and voluntary supportive service activities including relocation assistance, down payment assistance, homebuyer education, housing counseling, and support to establish resident self-governance

Elevation Community Land Trust will ensure permanent affordability through the community land trust model, a proven tool to build wealth and equity, especially in communities of color and neighborhoods buffeted by cycles of disinvestment and displacement. The project will have long term impact on the region at large by increasing the stock of permanently affordable homeownership opportunities, stabilizing the workforce in the area and impacting the economy, the school system, climate resiliency, and the socio-cultural environment.



## Exhibit C: Need

### *Housing Need*

While an important part of the housing continuum, mobile home parks are often substandard, highly attractive, cash-flowing investments with a business model that is designed to trap residents in poverty housing. This runs directly counter to ECLT's model of community-controlled, shared equity wealth building. Still, mobile home residents share much in common with most first-time homebuyers; they are seeking a bit of Colorado to call their own, to stabilize their housing and provide promise for their families. But at an average AMI of 40-60%, there are no other opportunities for ownership in the Durango, Colorado area.

Durango is a fairly isolated rural community located in Southwest Colorado in the Four Corners area. With a population of approximately 19,814 people according to the 2020 Census, Durango is flanked by the La Plata and the San Juan mountain ranges, and is bisected by the Animas River. Like many rural Colorado communities, it is an outdoor adventure destination, boasting skiing at the nearby Purgatory and Wolf Creek resorts, natural hot springs, river rafting, and world class mountain biking, hiking, camping, and hunting. The town itself is a bustling community with historic designation, home to Fort Lewis College and a historic narrow-gauge railroad. In this setting it is no surprise that the economy is driven by the service and tourism industries, and reliant on a stable but seasonal workforce.

La Plata County is experiencing an influx of higher-income permanent resident households who rely on non-earned income, meaning that housing units are increasingly occupied by non-workers. In tight housing markets, this constrains the supply of housing available for core workforce. Regionwide, during the past decade, household growth has been driven by non-working households. These households are retirees and/or wealthy households not reliant on earned income. Of the new households in the region since 2010, an estimated 80 percent contained no workers. In La Plata County, growth in nonworking households exceeded total household growth, meaning that some workers were likely displaced, related to the conversion of housing units occupied by permanent residents and workers into seasonal and vacation use (Root Policy Research, Regional Housing Study 2019).

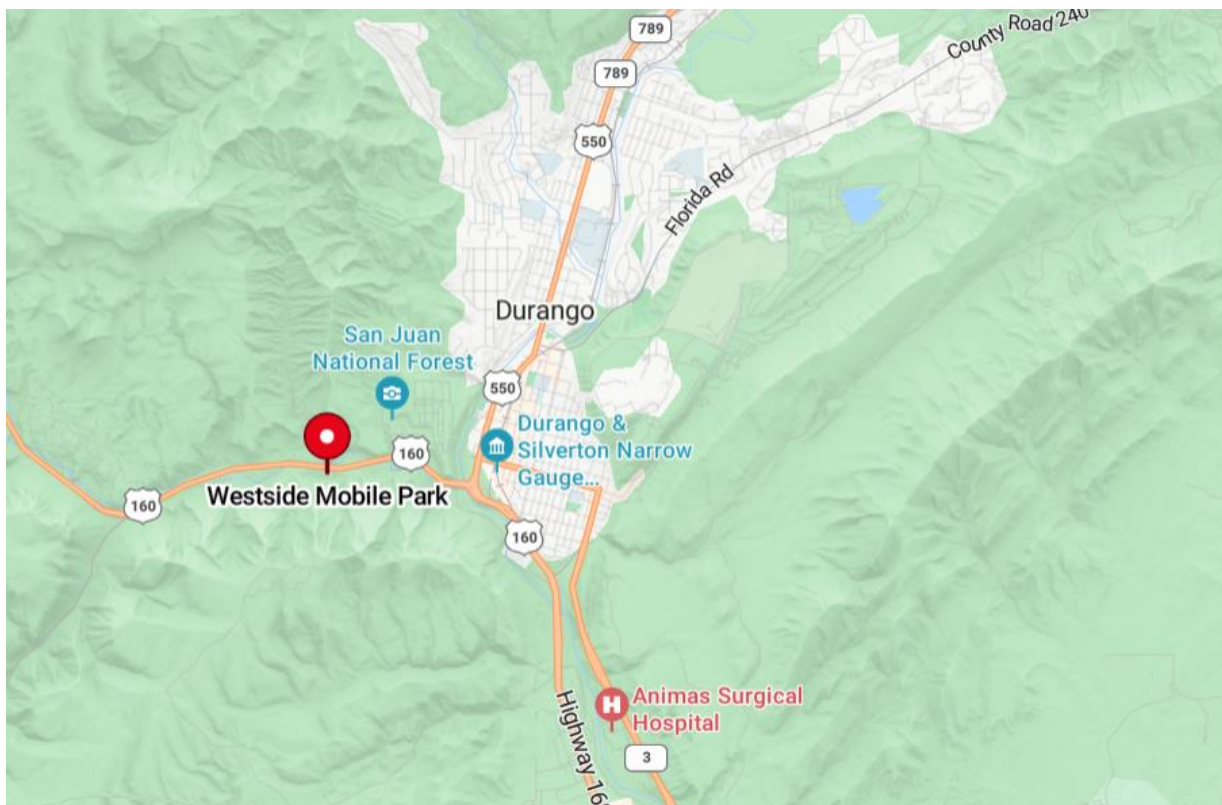
The racial makeup of Durango is 86.8% White, 0.5% African American, 5.5% Native American, 0.7% Asian, 0.1% Pacific Islander, 4.1% from other races, and 2.2% from two or more races. Hispanic or Latino people of any race are 10.3% of the population.

According to Zillow, the average home list price in Durango was \$766,500 in January 2024, requiring a buyer to make at least 200% of the area median income. In Colorado mobile home park resident incomes average 40% AMI. Single family detached homes make up the vast majority of housing units in the region, but mobile homes provide housing to about 3,600 households in La Plata County. Census data show a stable inventory of mobile homes between 2010 and 2019; however, it is likely that many parks are currently at-risk of sales and

redevelopment due to the high cost of land and increasing demand for housing in the region. (Root Policy Research, Regional Housing Study 2019). Together these factors create barriers to accessing safe, decent, and affordable housing. Homeownership is entirely out of reach for this population, barring them from the stability and opportunity that ownership provides, and restricting the options available to them and to their children.

Westside Mobile Home Park and Triangle Trailer Park are located on approximately six acres just outside downtown Durango and together are home to 74 tight-knit households. More than 350 individuals live at Westside - and 56% of those are children.

More than a quarter of current households have lived in the parks for more than 10 years, and many grew up there, returning to the park as adults with families in need of affordable housing options. The Westside/Triangle community is 85% Latinx, 8% Native, and 5% mixed race. Households are predominantly Spanish or Navajo speakers, and a large number are immigrants. While these demographics are outliers for Durango, they are not unusual for mobile home parks - the predatory nature of that model draws families who may live in fear of deportation, whose language and cultural barriers make them vulnerable to bad faith legal documents, and whose incomes and family sizes may not provide other options. These families have few financing opportunities, and access to credit is difficult; while some banks offer ITIN lending, those loans can have exorbitant down payment and interest rate requirements. Moreover, recent immigrants and households living at the margins face pressing financial issues, from poor or no credit to minimal savings and lack of education about the US financial system.



The Durango community keenly feels the importance of the need Westside and Triangle have filled for years: naturally occurring affordable housing for very low to moderate-income families. Westside residents are critical members of the local workforce - they work in construction, restaurants, hotels, medical support, and more. Their children make up a significant portion of local school enrollment. Because of Durango's marked lack of affordability, corporate acquisition of the park would not only displace residents from Westside, but would likely displace them from the region, resulting in a significant reduction in the workforce in a service economy already suffering from labor shortage.



To passersby, the Westside and Triangle communities appear to be one mobile home park. The 84 trailers are arranged haphazardly between the busy highway on the north and the sheer side of Smelter Mountain on the south. Only two of the units are newer than 1976, the HUD cut off for compliance with current safety standards. These homes are not suitable to be moved, even for a short distance, as they do not meet the HUD code's requirements for durability, safety and quality of manufactured homes. Upon purchase of the parks, Elevation Community Land Trust commissioned a full environmental review of the property and the 11 park-owned units. Two units were deemed uninhabitable and are being removed and disposed of. Two other trailers had been divided into three studio units each, and these and other park-owned units were beyond disrepair, with non-functioning furnaces, holes in the floors, gaps between the windows and walls, and broken toilets. Park infrastructure had long been ignored, and residents relied on well-water – later determined to be sourced from three wells, two of which were untreated – that could not meet the demands of the number of units. Sewage often backed up, as the unit connections were aged and in disrepair. Trees that had gone several seasons without trimming threatened to fall on some units, and caused a fire hazard for others. Rockfall from the mountainside was not uncommon. Trash pickup was sporadic and bears often raided the dumpsters. Despite these conditions, the park is a critical community asset due to their natural affordability and the resilient spirit of its residents.





### ***Distressed Communities***

La Plata County and the City of Durango are not distressed communities; however, the Westside and Triangle communities themselves meet several Distress criteria. According to income and community need surveys conducted in 2021 and 2024:

- The average income of the parks is 40% of the area median income
- 90% of residents are below 50% of the area median income
- 86% of residents were disproportionately impacted by COVID through illness, hospitalization, unemployment, or lack of access to basic needs
- 47% of residents report having experienced food insecurity in the past 12 months
- Nearly 50% of residents have unmet childcare needs

### ***Disaster Resilience***

The project is not located in a FEMA Community Disaster Resilience Zone. It is however, an area prone to wildfires – a risk mitigated through our site plan and materials, including roofing and siding. The site is in close proximity to a highway and a sheer mountainside. Its location makes it susceptible to wildfires and rockfall, though it has not experienced those events. In the proposed site plan a paved pathway loops the development, adding space between homes and the mountainside to mitigate wildfires and rockfall, and connecting residents to the green space dedicated in the southwest corner of the site. The path gives an alternative to the road for children riding bicycles, skating, and playing, or residents jogging or walking. Site design and

construction materials and methods give special consideration to the increasing occurrence of wildfires, and additional budget is provided for mitigation and fire resistance.

### ***Barriers to manufactured housing preservation or revitalization***

Barriers to the preservation and revitalization of the existing manufactured housing at Westside/Triangle include:

#### **1) Age and Condition of Units**

The majority of existing units in the parks were built in the 1950s and 60s, with only two units newer than 1976. While some owners have made substantial investment into the upkeep and improvement of their homes through additions, remodels, porches, etc., these improvements are not permitted nor inspected and likely do not meet local building codes or health and safety standards. Through a survey conducted by ECLT, Good Food Collective, and the La Plata Economic Development Alliance, a significant number of residents indicated a need for basic repairs ranging from heat to electricity to roofing and other structural issues. Required repairs often exceed the value of these aged units.

#### **2) Limitation of Local Funding and Service Providers**

Service providers in the Durango area with home repair programs and related funding are extremely limited in their ability to serve park residents and mobile home communities in general. This is due to program requirements to bring homes up to code, with cost of needed repairs not to exceed a percentage of the total value of the home. Additionally, rural communities in Colorado are experiencing an extreme shortage of licensed and insured contractors and construction trades, restricting the capacity of these programs to meet community need.

#### **3) State of Existing Infrastructure**

Long ignored and disinvested, improvement park infrastructure to preserve its current use and ensure health and safety would be prohibitively expensive. To move the parks off well water and onto City water would require complete replacement of all lines and unit connections to accommodate increased pressure and avoid backflow. Sewer improvements would affect every single unit and require new lines and connections as well.

#### **4) High Construction Costs**

Rural Colorado – even more so than the state as a whole, which is also suffering in this regard – is experiencing unprecedented construction costs, with both single family and multi-family affordable homes coming in at an average total development cost of nearly \$600,000. Nearly all materials must be transported into the Animas Valley over multiple mountain passes, often across state lines. A shortage of tradesmen has resulted in increased labor costs across the board.

#### **5) High Land Values**

Land in the region has also experienced record appreciation, further increasing total development costs. Compounding this is a lack of infrastructure on nearly all available



land in southwest Colorado, requiring significant and expensive horizontal investment to create build-ready lots.

#### **6) Desires of Residents**

Finally, it is important to note that the residents of Westside/Triangle have determined that they want to develop more opportunity for themselves by replacing their current units, adding additional units for other low-income households seeking affordable housing in Durango, and creating a path to intergenerational wealth for themselves and their children.

#### ***Need for Federal Investment***

The effort to reimagine Westside/Triangle is an expensive undertaking within the context of these barriers, and will require participation from residents, non-profits, local businesses, philanthropy, and all levels of government to become reality. The investment, however, will bear fruit not just for the current residents, but for low-income households and the community as a whole for generations to come. This project is an ideal use of taxpayer dollars in that it impacts multiple areas of public concern, including affordable housing, economic development, public safety, workforce development, climate sustainability, and early childhood education. Funds will be used to purchase homes from an emerging Colorado modular factory, representing the culmination of years of work to restart this industry in the state. These new homes on permanent foundations will be eligible for mortgage financing and will appreciate over time, creating intergenerational wealth for those families who purchase homes, breaking the cycle of poverty. Units produced will accommodate every current resident, and will add additional units to the region's workforce housing stock. Through the community land trust model, homes will be affordable not just at the first point of sale, but at every resale for the lifetime of the home, ensuring that there will always be opportunity for affordable ownership available to the people who work in and call Durango home.

#### ***Barriers to Opportunity***

In their own words, residents describe their community, its assets, and its challenges as follows:

*"This is our home. Our children have grown up here: we are neighbors, we are friends, we are family, and we are a community with hopes and dreams! Our homes may not be the most attractive in Durango, but we live happily here, and with our income we invest in making it a better place to live. We have faced significant challenges including mismanagement, discrimination, and exploitation, and of course the pandemic, which hit us particularly hard. As a result, we are in a far more vulnerable state than we were two years ago. Despite this, we know that our community contributes significantly to the local economy, culture, and society. According to our internal survey, 90% of our residents live at or below 50% of the Area Median Income. Our neighborhood is home to hundreds of essential workers including cleaners,*

*construction workers, and hotel and restaurant staff. Our community is also home to seniors, children, and individuals with special needs. More than most communities, our neighborhood has faced significant barriers during the pandemic due to the vulnerability of our residents, many of whom live with precarious legal statuses, and thus, fear. As you can imagine, our community is worried about its future. Around the country, large corporations are purchasing trailer parks, immediately increasing land rents, and in the process, improving their profit margins while displacing hundreds of thousands of essential workers. We appear to be in a similar situation, and our residents are terrified. Our neighbors want to know what will happen if we're unable to purchase our park. Will rents go up? Will the park be dissolved? Will we be displaced? And if so, where will we go? Most of our trailers represent the sole investment we have in our lives. Like other Americans, our homes represent our principal savings account. However, if our park is sold and eventually dissolved, most of our homes will be torn down due to the fact that they are older model trailers that other parks are unwilling to accept. Our urgency is driven by the fact that our very future is at stake. Our community is home to primarily Latinx and Native American families. Our children make up a significant percentage of local school districts including Park Elementary School. Westside Mobile Park has been a close-knit community for decades, and we are determined to stay together and face this challenge as a family." (2021)*



## **Exhibit D: SOUNDNESS OF APPROACH**

### **Project Description, Management, and Impact**

In the Spring of 2022, an out-of-state investor made an offer to purchase both the Westside Mobile Home and the immediately adjacent Triangle Park for more than \$6,000,000. Upon receiving notice of the sale per the 2020 Mobile Home Park Act, the residents immediately organized and met with the Board members of Animas View Co-op, a mobile home park in Durango that had recently acquired their mobile home park in 2021 using the Resident Owned Communities model (ROC). Led by resident and community organizers and supported by two nonprofit agencies, ECLT and HomesFund, that were willing to act quickly to increase the residents' capacity, along with swift local government funding and support from a local bank (First SouthWest Bank), a statewide CDFI (Impact Development Fund), and other private funders, these parks were successfully acquired on behalf of their residents and are now under a shared management structure.

For residents, the acquisition of the park came with tangible benefits and commitments from ECLT: the organization would not increase rents and would not displace current residents even if the community chose to redevelop in the future. In addition to stabilizing housing costs, ECLT committed to implementing immediate health and life safety improvements, and would share decision-making power with the resident co-op. Together, they have engaged new resident-focused property management, conducted an extensive park-wide cleanup, tested and upgraded the water treatment and delivery system, trimmed trees that endangered homes, repaired access roads, removed uninhabitable units, and renovated others. Residents are now eyeing the long-term redevelopment of their park into homeownership on permanent foundations, in the community land trust model.

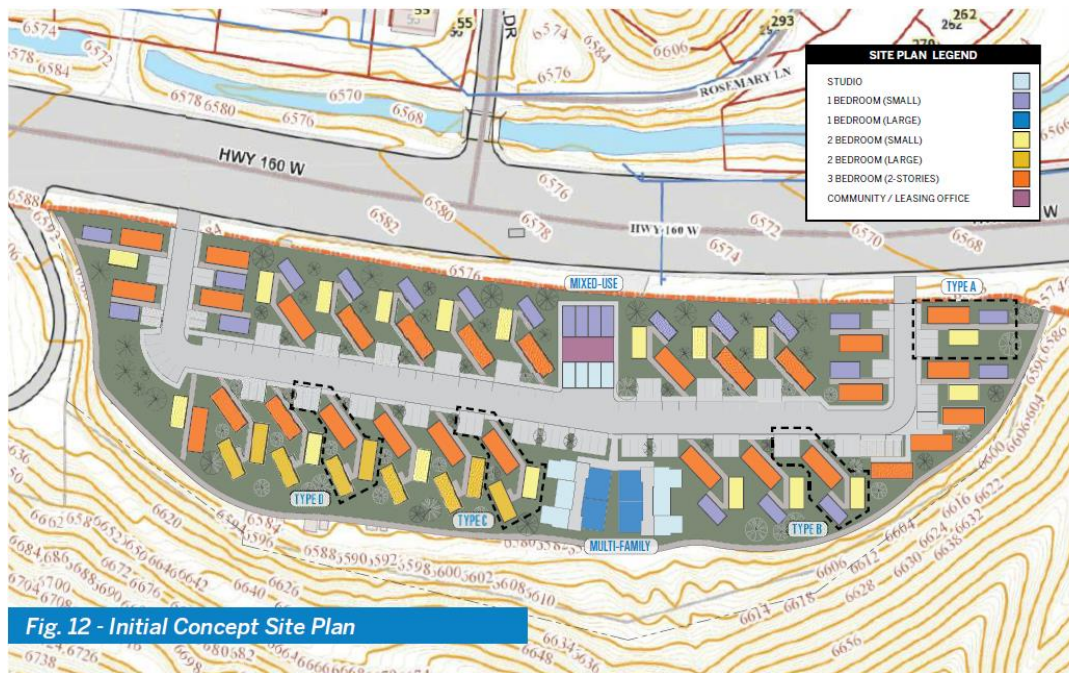
### ***Vision and Goals***

The shared vision of the residents and ECLT was to preserve these parks, avoid displacement, and create a more sustainable long-term model for wealth-building in these communities. Now that the parks have been acquired and stabilized, Elevation Community Land Trust will pursue the resident-driven redevelopment of the parks as a permanently affordable, thriving community of opportunity by redeveloping the parcels in a phased manner using modular construction to minimize disruption and assure zero displacement. The 74 existing manufactured units will be replaced one-for-one, and an additional 33 units will be created for



a total of 107 homes on permanent foundations. Of these, 22 will be dedicated as affordable rental units, and 85 will be affordable for-sale homes.

Elevation Community Land Trust (Elevation or ECLT) is a permanently affordable homeownership platform established by a collaborative of local foundations that recognized the urgent need for a strategic, cross-sector intervention to address the growing issues of affordable homeownership in Colorado. Elevation CLT's mission is to partner with local communities to ensure families can access equitable opportunity through permanently



affordable homeownership. ECLT helps stabilize families using the community land trust (CLT) model, a proven asset-building tool for lower income communities and communities of color that are at risk of displacement.

ECLT employs the acquisition and development of diverse housing types to meet the needs of local communities and provide upward mobility for households who would otherwise be locked out of the opportunity to build wealth through homeownership. As ECLT scales its model and expands its footprint, the organization continues to contemplate the unique needs and challenges faced across the state. One of those challenges is a critical puzzle within the affordable housing landscape: Colorado's mobile home parks.

Mobile home parks are often substandard, highly attractive, cash-flowing investments with a business model that is designed to trap residents in poverty housing. This runs directly counter to ECLT's model of community-controlled, shared equity wealth building. Still, mobile home residents share much in common with most first-time homebuyers; they are seeking a bit of Colorado to call their own, to stabilize their housing and provide promise for their families. But at an average AMI of 40-60%, there are no other opportunities for ownership.

Elevation Community Land Trust recognizes the critical need to provide a bridge between rental and ownership, so that families can realize the fullness of opportunity. To offer a solution that complements Resident Owned Communities and other stabilization efforts, ECLT has designed PARC: Permanently Affordable Reimagined Communities. This revolutionary model seeks to:

**STABILIZE:** Elevation will acquire and stabilize mobile home parks, keeping lot rents affordable and providing services to residents while preparing for redevelopment.

**TRANSFORM:** ECLT will transform a model based on wealth extraction into one designed for equitable wealth creation. We will do that by replacing existing units with newly constructed modular homes placed on permanent foundations.

**EXPAND:** In addition to replacing existing units, we will expand the number of available affordable units through better land use.

**DESIGN:** New communities will be designed around community, efficiency, and sustainability, driven by input from residents.

**STEWARD:** Elevation will steward these homes to ensure permanent affordability through the community land trust model.

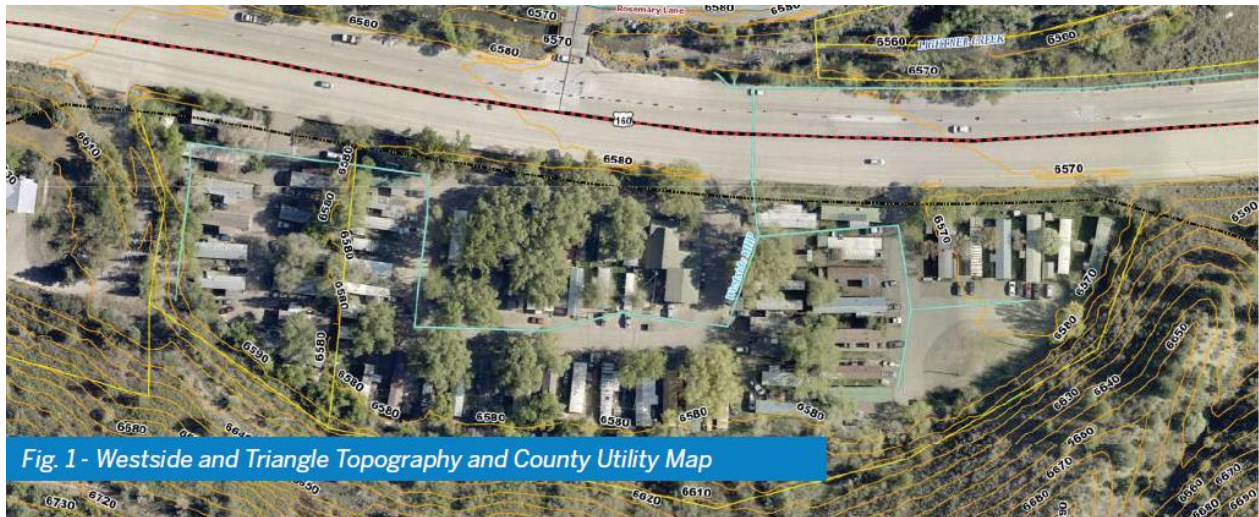
As part of this work to redevelop mobile home parks, we were approached by the residents of Westside Mobile Park to consider assisting by acquiring this park, since the existing make-up and financial model did not fit the current ROC USA model. Immediately, our goal was to keep the park from going to an out of state investor who could do irreparable harm to the existing residents through increasing lot rents and displacing them. Mid-term, ECLT is working in coalition with other organizations to stabilize the park and residents and ensure their health, safety, and financial security. Longer-term, ECLT will work alongside residents to design and redevelop Westside Mobile Park as a community of new homes on fixed foundations, permanently affordable to low-income Durango residents, and a platform for intergenerational wealth-building.

### ***Activities***

Westside and Triangle Mobile Home Parks are located on six acres just 1.2 miles from downtown Durango on Highway 160. They are located in unincorporated La Plata County, though the surrounding parcels are all part of the City. The Durango City Bus W160 line operates daily every 30 minutes from 7am to 8:30pm with a stop located directly in front of the parks. Community amenities nearby include the Durango Library and Botanic Gardens, just 2.2 miles away, access to multiple paved bike paths and trailheads within one mile, a grocery store within one mile, highly rated Mercy Hospital is located just 7.7 miles to the east, Purgatory Ski Resort is 28 miles north, Durango Hot Springs Resort is 10 miles north, and the Durango Airport is 16 miles southeast. A large number of restaurants, hotels, schools, and employment centers are located within walking or biking distance, and others such as the Coca Cola distribution center

are accessible by public transportation. Local nonprofit Campaneros operates an after-school tutoring program onsite three days per week.

The parks are served by private wells and city sewer, though a city water main crosses the highway to supply the single fire hydrant. City water lines run along the highway on both sides of 160, but not as far as the parks on the south side. Broadband fiberoptic lines also run directly along the highway on the north side. The parks are served by electricity from La Plata Power on overhead lines.



Elevation Community Land Trust is the current owner of Westside Mobile Home Park, and is under contract to acquire Triangle Trailer Park from HomesFund, a nonprofit partner who stepped in as a transitional owner to save the park from corporate ownership. That sale is scheduled for August 2024, which will trigger ECLT’s formal request to the City of Durango to annex both parks as one parcel with a plan for redevelopment.

ECLT and park residents are pursuing a vision where Westside and Triangle parks are redeveloped together as a permanently affordable, thriving community of opportunity by redeveloping the parcels in three project phases:

**Phase I:** Site Control, Due Diligence, and assessment of Feasibility; Acquisition and Stabilization including health and safety upgrades. *(complete)*

**Phase II:** Community outreach and financial services; Site planning; Rezoning and entitlements including City annexation. *(in process)*

**Phase III:** 10-20 new modular units on permanent foundations on the upper parcel, relocation of existing residents to new units; demolition of vacated units. Repeat Phase III until the parks are fully redeveloped with no displacement.

ECLT has committed to no lot rent increases and zero displacement throughout redevelopment. Moreover, ECLT will work in partnership with the Westside Co-Op to authentically and



meaningfully engage residents in the design, amenities, and programming of the redevelopment.

To accomplish these priorities, ECLT has engaged SEH, inc. through a competitive, CDBG compliant RFP process to devise a site plan that maximizes the available space while respecting resident preferences. The result is a creative and innovative development that utilizes flexible, combinable modules that meet current resident needs while remaining open to evolving needs in the future. Site layout is designed to accommodate a phased redevelopment sequenced to move households into newly constructed homes before removing manufactured units, and acknowledges that current units are not ideally matched to family size - i.e. many families are doubled up and overcrowded, while others have more space than they need. The plan centers a common building that includes community amenities, commercial space, and residential units (programming of which will be determined by residents) across from attached dedicated rental units. The remaining units include three basic footprints scattered in pods that create private yards, patios, and porches.

The largest of these footprints is either a single-story, one-bedroom/one-bath home or a two-story, three-bedroom/two bath home. The mid-sized footprint is a two-bedroom/one bath featuring two kitchenettes. This module can be configured as a one-bedroom/one bath as well. The smallest module is a one-bedroom/one-bath home. These modules can be sold as separate homes or can be combined for use by one household, accommodating easy multi-generational living and providing options to owners as their families evolve. For example, a family with two small children could live in the three-bed home, while their teens or adult children could live in the two-bed module and the grandparents own the small one-bed home. The configuration of the units lends itself to shared and common indoor and outdoor areas while still maintaining privacy. As adult children grow, they could purchase the two-bed unit from their parents, or if they chose to move the parents could rent that unit for added income or sell the module to an unrelated, income-qualified buyer. The variety and combination of modules create different tiers of price points accessible to a broader swath of AMIs. Separate units could be connected by porches and breezeways, or could stand alone. The combinations and uses of these unique living spaces are endless, and will most certainly change over time as they serve generations of buyers.

In addition, select units will be designed to accommodate licensed in-home childcare businesses, and will feature a dedicated bonus room with bathroom and a pass-through to the kitchen. La Plata County is a childcare desert, with less than half the care slots available relative to the need. Scarcer still are cultural and linguistically appropriate care centers. Residents at Westside have identified this as a community need, and 11-19% have expressed interest in pursuing certification and technical assistance to build a business in their new homes.

The replacement units will be constructed off-site in a modular factory, meeting Colorado state building codes as governed by the Colorado Division of Housing.

The development plan reconfigures highway access to simplify traffic patterns through a single, one-way thoroughfare that makes plowing and road maintenance easy, and provides on-street parking in addition to unit carports and a shared lot. A paved pathway loops the development, adding space between homes and the mountainside to mitigate wildfires and rockfall, and connecting residents to the green space dedicated in the southwest corner of the site. The path gives an alternative to the road for children riding bicycles, skating, and playing, or residents jogging or walking. Site design and construction materials and methods give special consideration to the increasing occurrence of wildfires, and additional budget is provided for mitigation and fire resistance.

While this complex redevelopment is challenging enough, ECLT views the real work as the authentic engagement and inclusion of the residents. PRICE will support our work in centering resident experiences, strengths, and leadership as the driving force in building a reimagined Westside, and provide the services and supports required for each and every resident to achieve their housing goals including homeownership.

*Objective 1: Conduct comprehensive data gathering to identify housing goals for each resident household, and to determine the needs and individual challenges each household faces - as well as opportunities for leadership and growth.*

This project component will be conducted in collaboration with Good Food Collective and the Community Investment Alliance. These organizations have developed a Housing Fellowship which hosts a bilingual fellow experienced in housing issues but looking to grow in community knowledge and leadership. The Housing Fellow will train and work alongside four Westside Residents to develop and conduct two phases of survey work to gather important data and input to guide the site plan and unit mix and identify housing goals, barriers, and resources required.

*Objective 2: Engage residents in a community-centered, asset-based design process.*

This process, already underway through one in-person design workshop and one remote survey, will be expanded to include two more workshops, follow-up surveys, and a final community design debrief session. These events will be conducted by SEH, Inc in close coordination with ECLT staff and the Co-Op board. The process will translate data gathered in the community surveys into a livable site plan for the redevelopment, incorporating the aesthetic preferences, design elements, and common elements prioritized by the community.

*Objective 3: Provide place-based, culturally relevant financial education catering to the individual needs of residents.*

The Alliance Housing Fellow, in coordination with ECLT, the Co-Op board, and HomesFund will identify opportunities for small group workshops to be designed for the needs of residents and

delivered at the park. In addition, the Fellow will provide individualized housing counseling for those households seeking to become homeowners.

*Objective 4: Create a tenant equity vehicle to build savings for residents prior to and during redevelopment to assist them in meeting their housing goals, including homeownership.*

This critical component of the project allows park residents to begin to accrue savings toward the achievement of their housing goals every time they pay their rent in the current park structure. An average of \$50/household/month will be escrowed by ECLT, and residents will have the opportunity to add to these funds. While funds will be intended as down payment on their new home in the redevelopment, households will have the option to use the funds for whatever their housing goals are, such as a deposit on a rental home at Westside or elsewhere, or the purchase of a home outside of the park. These funds will complement the replacement costs paid to mobile home owners as ECLT purchases and removes trailers as the redevelopment progresses.

### ***Innovation***

ECLT is working with partners including Impact Development Fund, First Southwest Bank, The Colorado Health Foundation, and others to develop viable mortgage solutions for residents with legal residency but without social security numbers, and will ensure that any household unable to immediately purchase will be able to rent affordably while developing a path to ownership. Income inequality, and especially the racial wealth gap, are rooted in lack of access to homeownership and the creation of generational wealth.

ECLT will further center resident leadership, ownership, and community wealth by developing a mechanism whereby the Co-Op can control the revenues created through commercial and dedicated rentals, using them to keep ongoing homeownership costs low and benefiting the community through events, services, and capital improvements.

The redevelopment of Westside Mobile Home Park will fundamentally shift the landscape of affordable housing in the region. This project is truly transformational: by upending the predatory, extractive model of mobile home parks and creating a new model of community ownership, empowerment, and wealth building, ECLT and Westside Mobile Home Park residents will demonstrate a replicable model for homeownership in mobile home parks. Southwest Colorado currently has NO permanently affordable homeownership opportunities for low-income families, extremely low housing stock, and very few homes affordable to households even up to 160% AMI. Since 2020 the region has had an unprecedented homeless population, warranting the creation of a sanctioned campsite and straining local services. Also unprecedented is the pressure local businesses and large employers are experiencing due to labor shortage, created in large part by the lack of affordable housing options for local workforce.

The project will transform the housing landscape in multiple ways. First, it will replace old, dilapidated and unsafe units with newly constructed, beautifully designed homes that fit the regional aesthetic and function efficiently through new infrastructure, solar power, and electrification within an efficient building envelope. These new homes on permanent foundations will be eligible for mortgage financing and will appreciate over time, creating intergenerational wealth for those families who purchase homes. Units produced will accommodate every current resident and will add additional units to the region's workforce housing stock. By incorporating dedicated rental units and integrating community space, the project creates an environment in which residents can thrive. ECLT is working to develop a structure in which dedicated rentals and nonresidential space can be transferred to the co-op, with revenues replacing or contributing to the operation and maintenance of the community in place of a traditional HOA, creating true community ownership in addition to individual ownership benefits. This project will provide proof of concept to the PARC model, which can then be replicated in other mobile home parks across the State and nationally.

Units will be reserved for those residents currently living in the parks at the time of acquisition. Additional units will give preference to low-income residents of other mobile home communities seeking wealth creation opportunities, Housing Choice Voucher recipients, and qualified low-income home buyers.

The proposed activities are eligible under the PRICE Replacement Pilot NOFO as they fall into the following categories of eligibility:

- acquisition / purchase, installation, and new construction of housing
- voluntary buyouts for purposes of relocation
- housing and voluntary supportive service activities that support residents, including providing relocation assistance, down payment assistance, homebuyer education, housing counseling, and support to establish resident self-governance

Proposed activities meet the following National Objectives:

- *benefit LMI persons*: 90% of residents are below 50% AMI
- *aid in the prevention or elimination of slums or blight*: the redevelopment of the blighted parks increases safety and improves an area of concentrated poverty in the county
- *meet an urgent need*: the project addresses the urgent housing crisis in the region as well as the labor shortage impacting the entire county

**Timeline**

2024	Mar	Contract Negotiations, Kickoff Meeting, Schematic Design (Site), Survey
	Apr	Schematic Design, Pre-Application Meeting, Select Modular Manufacturer
	May	Schematic Design, Annexation & Rezoning Application
	Jun	Schematic Design, Planning Commission Hearing, Community Engagement Session #1
	Jul	Civil Design Development, Arch Schematic Design, City Council Hearing #1
	Aug/Sep	Civil Design Development, Arch Schematic Design, City Council Hearing #2
	Oct	Annexation Plat, Obtain Signatures, Record Mylar, Development Agreement
	Nov	Community Engagement Session #2, Permitting for Single Family Homes, CMGC RFP
	Dec	Finalize Single Family Home Layout/Unit Mix and Master Plan, CMGC Selection
	2025	Jan
Feb		Single Family Home Production, Phase 1
Mar		Single Family Home Production, Phase 1
Apr		Community Engagement Session #3, Start site civil work for water line
May		Start Foundations for Phase 1 houses
Jun		Delivery/Setting of Phase 1 houses
Jul		Design Development for Multifamily Bldg & Community Center, Community Engage. Session #2
Aug		Design Development for Multifamily Bldg & Community Center
Sep		Construction Documents for Multifamily Bldg & Community Center
Oct		Construction Documents for Multifamily Bldg & Community Center
Nov		95% Construction Documents for Multifamily Bldg & Community Center, Submit for Permit
Dec		Permit Review & Comment
2026	Jan	Permit Review & Comment
	Feb	Permit for Multifamily Building & Community Center
	Mar	Start Phase 2, Including Multifamily Building & Community Center

**Budget**

The total project budget is \$45.05M. ECLT will use the \$5M in requested PRICE funding for the acquisition of new modular homes, voluntary buyouts for the purposes of relocating residents to new homes within the community, relocation assistance and homebuyer support. The PRICE investment will leverage more than \$40M in additional funding for the project.

Once completed, the project will require no additional funding or subsidies to maintain permanent affordability for the current residents and any future homeowners who live in the community. These funding sources, including the PRICE grant, will support and sustain the project in perpetuity. Additionally, these funds will support the proof of concept of ECLT’s PARC model, which can then be replicated by ECLT and other organizations in Colorado and across the country.

Sources	Amount	Federal or Non-Federal
Sale of Affordable Homes	\$14,065,000	Non-Federal
Congressionally Directed Spending Request	\$3,000,000	Federal
PRICE Grant	\$5,000,000	Federal
Philanthropic Capital Grants	\$1,840,000	Non-Federal
Colorado Division of Housing Grant	\$7,490,000	Non-Federal
Colorado Division of Housing Down-Payment Assistance Grant	\$2,600,000	Non-Federal
Colorado Department of Local Affairs Incentives Grant Program	\$800,000	Non-Federal
Colorado Division of Housing Operation Turnkey Loan	\$4,000,000	Non-Federal
USDA Infrastructure Grant	\$2,000,000	Federal
City of Durango Grant	\$1,070,000	Non-Federal
La Plata County Grant	\$1,070,000	Likely Federal
Cash Flow from Rental Units	\$2,115,000	Non-Federal
<b>Total Sources</b>	<b>\$45,050,000</b>	
<b>Total Federal</b>	<b>\$11,070,000</b>	
<b>% of Funding from Federal Sources</b>	<b>24.6%</b>	

Uses	Amount
Acquisition	\$6,400,000
Infrastructure	\$6,500,000
Construction	\$10,000,000
Modular Boxes	\$16,500,000
Soft Costs	\$3,800,000
Homebuyer Support	\$1,350,000
ECLT Developer Fee	\$500,000
<b>Total Uses</b>	<b>\$45,050,000</b>
<b>PRICE Grant Eligible Uses</b>	<b>\$17,850,000</b>
<b>Total Price Request</b>	<b>\$5,000,000</b>

**Impact**



The project will impact the project area and community profoundly and in multiple ways. First, it will replace old, dilapidated and unsafe units with newly constructed, beautiful design that fits the regional aesthetic and functions efficiently through new infrastructure, solar power, and electrification within an efficient building envelope. New homes will be built offsite by an emerging Colorado modular factory representing the culmination of years of work to restart this industry in the state, supporting the development of that industry and its impact on the local economy. These new homes on permanent foundations will be eligible for mortgage financing and will appreciate over time, creating intergenerational wealth for those families who purchase homes, breaking the cycle of poverty. Units produced will accommodate every current resident, and will add additional units to the region's workforce housing stock. In addition to for-sale homes, dedicated rental units and community space will be included, acknowledging varying resident needs and preferences and incorporating the values and priorities of the community as expressed in the collaborative design process. ECLT is working to develop a structure in which dedicated rentals and nonresidential space can be transferred to a resident co-op, with revenues replacing or contributing to the operation and maintenance of the community in place of a traditional HOA, creating true community ownership in addition to individual ownership benefits. This project will provide proof of concept for this model, which can then be replicated in other mobile home parks across the State and the nation.

Completed homes, both for-sale and for-rent, will be offered first to those residents who were living in the park at the time of acquisition, then to park residents who arrived after 2022. Homes will be priced affordably at multiple AMI bands consistent with resident household AMIs. For example number will be priced for 50% AMI, 80% AMI, and possibly 100% AMI. Down payment assistance will be available to allow for deeper affordability for households at lower incomes.

For-rent homes, both single and multifamily, will also serve multiple AMI bands with a focus on lower AMIs as deep as 30%. All homes will be permanently restricted as affordable, and land-lease fees will remain affordable through the governance of the ECLT land lease, as described below.

Impact will be measured through short, mid-, and long-term metrics, including:

- improvements in physical living conditions, such as water potability, park-owned unit habitability, general park cleanliness, safety, and sanitation
- resident satisfaction and security as measured by third-party evaluators
- extent to which residents are included in and satisfied with redevelopment plans
- timely completion of redevelopment plans
- number of residents able to purchase new homes
- number of residents in safe, decent, affordable housing

ECLT conducts an annual impact evaluation in partnership with Research Evaluation Consultants, which is circulated to stakeholders and publicly available.

## ***Affordability and Equity***

Elevation Community Land Trust will ensure permanent affordability through the community land trust model, a proven tool to build wealth and equity, especially in communities of color and neighborhoods buffeted by cycles of disinvestment and displacement. Community Land Trusts develop and sell improvements to qualified households, while holding the underlying land in trust and community ownership in perpetuity. The home (improvements) is legally tied to the land via a 99-year renewable land lease modelled after the Fannie Mae template.

The land lease ensures all the rights and responsibilities of the land to the homeowner, while setting restrictions as the use and resale of the property. Most notably, the home must be an owner-occupied, primary residence and is subject to appreciation limits upon resale. ECLT uses a stress-tested resale formula that is tied to the unrestricted real estate market. A market appraisal is conducted at the time of purchase and upon notice of sale. The maximum resale price is determined by the base price of the home as defined in the land lease, plus 25% of the market appreciation of the home, plus identified fees and commissions to sell. The appreciation share may increase if the homeowner has completed qualified capital improvements, which include the addition of living space, bedrooms, or bathrooms, energy efficiency improvements, or accessibility improvements. This formula encourages maintenance and investment in the home, and balances the ability of the owner to build some wealth (through both the appreciation share and the equity they have built in the home by paying down their mortgage principle) with the ability of the next low-income buyer to afford the same opportunity. A new 99-year renewable land lease is put in place at every resale, extending affordability in perpetuity. In a real estate market that no longer offers an entry point to households seeking upward mobility, the community land trust is a pathway into market homeownership that balances the existing inequities.

The community land trust model achieves initial affordability by removing the land value from the transaction and investing public and private subsidies to make ownership accessible to low-income households. Those subsidies are then retained through the resale formula, benefitting buyer after buyer. The land ownership structure is a powerful mechanism to ensure that homes are never lost to the market, as the CLT must be party to all sales and liens, including mortgage refinance. Elevation Community Land Trust provides an initial land lease and program overview as a part of the qualification process and offers a pro-bono attorney review of the land lease prior to closing.

The community land trust model is like a mirror to the mobile home park model: it utilizes a land ownership structure that guarantees stability and tenure, rather than placing it in jeopardy. As a further tool of affordability, the ECLT land lease fee is \$100/month, and can only be raised every three years by no more than 2% to keep up with inflation (increases are not built in, and ECLT is committed to stable fees). The fee keeps a relationship between homeowners and ECLT, acting as a bellwether that alerts staff to financial issues before mortgage delinquencies arise so that support and resources can be offered.

At the Reimagined Westside/Triangle community, both for-sale and for-rent homes will be subject to land leases ensuring a minimum of 198 years of affordability, with resale formulae designed to ensure affordability at the same AMI band at which the home was originally offered.

### ***Resident Protections***

Prior to and during redevelopment, ECLT is committed to maintaining tenant site lease protections consistent with or greater than those required by Fannie Mae or Freddie Mac, those required by Colorado statute including the Mobile Home Protection Act, and all local laws and regulations pertaining to landlord-tenant relationships. ECLT will not increase lot or unit rents during this time, and will work with residents to connect them with resources to repair their homes and obtain rental or mortgage assistance to avoid eviction, paying arrearage, and other adverse actions.

It is ECLT's expressed intent and commitment that redevelopment will be completed in a phased manner to ensure that no residents are displaced from the park. However, we acknowledge that construction can be unpredictable and unexpected conditions may arise. In anticipation of requests for Federal funding and to provide security and protections for residents, ECLT has fully complied in this project with the Uniform Relocation Act (49 CFR 24), including resident notification, the preparation of relocation plans, ensuring that residents are aware of their rights and benefits under the act, and maintaining appropriate documentation for all URA-related activities. ECLT has contracted with a consulting firm that has specific experience with the URA to guide our staff to ensure that any displaced persons receive fair compensation and support. ECLT additionally has multi-lingual staff and external translation experts to ensure that potentially displaced persons and displaced persons receive communications, support, and information in their language of choice.

As the described phased replacement proceeds, residents will receive fair market value compensation for their manufactured homes and will have the opportunity to purchase or rent a replacement unit at an affordable price. ECLT and the Westside Co-Op have co-created a unit resale policy which establishes a cost-basis for unit compensation and a procedure for residents who opt to voluntarily relocate prior to redevelopment. At the time of replacement ECLT will order a market appraisal of the unit, and will provide compensation at that appraised value, or at the minimum compensation rates established in Colorado statute – whichever sum is greater. Residents legally able to move their units to another location may sell their homes at whatever the market will bear. Those owners of units that cannot be moved may sell their homes but must provide full disclosures regarding park redevelopment plans, including waivers of relocation assistance, acknowledgement of the loss of first option to purchase a replacement unit, and certification that any financing arrangement does not extend beyond a 24 month time frame.

Elevation CLT remains permanently responsible for the homeownership and rental opportunities it helps to create, thus safeguarding the investments of the homeowner, renter, lender, foundations and public subsidy providers. For homeowners, this means directly supporting them in times of financial trouble and intervening in cases of defaults and possible foreclosures. Elevation CLT will partner with several housing counseling organizations to provide an array of direct supports to its existing and prospective homeowners, including pre-purchase counseling, first-time mortgage approval facilitation, resident stewardship, home maintenance support, family financial counseling and community engagement around direct services. HomesFund of Durango and Project Moxie will provide homeowner education and financial classes to residents to prepare them for home purchases. Companeros will provide technical assistance to residents seeking ITIN numbers. Common Good will provide technical assistance to the Co-Op as the project transitions to community ownership.

In addition, Elevation offers a unique platform that over time will deepen the range of supportive services available to its homebuyers, either directly or in partnership with other community-based organizations. As a result, permanent stable housing, especially for families with poor health outcomes due to a history of housing insecurity, becomes fertile ground for ensuring access to a wide variety of comprehensive services to improve health, food access, education success, and economic stability. While some services associated with stewardship such as pre-purchase counseling and future transaction participation are mandatory, most offerings will be optional and will be driven by resident needs.

ECLT has a strong track record of compliance with Section 3 requirements in its standard hiring practices, regardless of whether the employment opportunity is created as a result of a project that requires Section 3 compliance. This is accomplished through strategic posting of job opportunities to Connecting Colorado, local chambers of commerce that may serve Section 3 businesses, and through other local community organizations that serve low income persons.

ECLT's procedures additionally require that, whenever Section 3 is applicable, prior to the beginning of work, contractors and subcontractors are required to certify that they will follow the required prioritization of effort for Section 3 workers, Targeted Section 3 workers, and Section 3 business concerns. After completion of the project, contractors and subcontractors are required to certify that they followed the prioritization of effort requirements.

For this project, contractors and subcontractors will be required to target employment and training opportunities to Section 3 workers within La Plata County, with a focus on Section 3 workers residing within the project's service area. Contractors and subcontractors will be required to certify that they will and have made best efforts to follow the prioritization of effort requirements prior to the beginning work and after work is completed.

Furthermore, ECLT has provided, and is committed to continuing to provide, economic opportunities for the low-income residents of Westside Mobile Home Park. These activities include hiring low-income residents to complete both skilled and unskilled labor activities for the health and safety of the park and to make general improvements. ECLT's licensed general

contractor for ongoing park maintenance and park-owned unit repairs is a park resident. Other residents have been hired and trained by the fully licensed contractor to fill potholes on the private park roads, to complete cleanup activities, to make minor repairs and improvements, to replace broken water meters and more. In the redeveloped park, ECLT plans to continue to identify ways in which the park residents can benefit economically from the ongoing needs of the community, including maintenance, landscaping, and common area repairs.

### ***Environment and Resilience***

The site is not in a floodplain but is in close proximity to a highway and a sheer mountainside. Its location makes it susceptible to wildfires and rockfall, though it has not experienced those events. Durango experiences extreme heat and extreme snowfall. The redevelopment plan reconfigures highway access to simplify traffic patterns through a single, one-way thoroughfare that makes plowing and road maintenance easy, and provides on-street parking in addition to unit carports and a shared lot. A paved pathway loops the development, adding space between homes and the mountainside to mitigate wildfires and rockfall, and connecting residents to the green space dedicated in the southwest corner of the site. The path gives an alternative to the road for children riding bicycles, skating, and playing, or residents jogging or walking. Site design and construction materials and methods give special consideration to the increasing occurrence of wildfires, and additional budget is provided for mitigation and fire resistance. Roof pitch and shingle materials will accommodate high snow loads and fire resistance. In addition, we will work with the Fire Protection District to ensure adequate access to hydrants and landscape design that adds environmental protection.

This project strives to meet and exceed all local, State, and Federal energy requirements, and will feature:

1. All electric, high efficiency heating and cooling
2. Prewiring for 50% of parking spaces for EV charging
3. All homes solar ready
4. Solar array on the central building
5. Commitment to providing estimated utility bills for current and future residents
6. Commitment to lowest possible energy costs for residents

### ***Environmental Justice***

The Westside/Triangle community faces nearly half a century of disinvestment in environmental infrastructure, including untreated and inadequate water, sewer and wastewater systems in disrepair, lack of dedicated green spaces and connectivity to Durango's expansive trail system, legacy pollution from mining, measurable health inequities, carbon monoxide exposure from natural gas and substandard ventilation, and exposure to hazardous materials in trailers built as long ago as 1950. Mobile home communities are often situated in areas of environmental hazard, and Westside/Triangle is no exception. The proposed redevelopment of the parks will advance environmental justice for residents by mitigating exposure to environmental and health hazards, improving protection from and resilience to

environmental harms, and expanding environmental benefits to residents. The project will prioritize safe and clean water by building new infrastructure that brings City water to the replacement units, adding bike and walking paths with dedicated green space and adequate storm drainage, clean energy through electrification, green technology through solar and EV capability, green materials to minimize home exposure to toxic chemicals and off-gassing, wildfire mitigation, and rockfall protection.

### ***Community Engagement***

Elevation's involvement in the acquisition of Westside Mobile Home Park is entirely driven by the residents there, and the surrounding community which has rallied in support of them. The resident Co-Op assigned ECLT its right to purchase the park, and all current and future activities at the park will be co-led by the Co-Op and ECLT.

Westside Co-Op worked with 9to5, La Plata Food Equity Coalition, and Compañeros to conduct a survey of current residents to better understand demographics, employment, legal status, health inequities, and housing needs of those living at Westside Mobile Home Park. They organized a board of directors and decision-making process, and mobilized residents first to approve the initial strategy of resident ownership, then the current strategy of partnership with ECLT and the PARC model. Residents were each afforded a vote in the fate of their future, and are overwhelmingly in support of the transition of the park in cooperation with ECLT. ECLT and Westside Co-op have a formalized process for shared decision-making in both the management and the design/redevelopment of the park.

Since the acquisition of the park on behalf of residents, ECLT has engaged residents as partners and stakeholders, encouraging feedback and participation from residents in the following ways:

- Ongoing communication including quarterly newsletters in Spanish and English, informal surveys, and an active WhatsApp channel
- Regular community meetings held in person and virtually, with children's activities and food provided with a commitment to language justice through simultaneous interpretation
- A robust formal survey focused on household makeup, income, perceived and actual barriers to credit and homeownership, and need/interest in housing counseling and education
- Community design workshops with architects and site planners
- A Resident Design Committee
- Co-Op Board joint meetings
- Engagement with residents who own or are employed by general contractors and the trades for park maintenance and upgrades

In addition, ECLT has been working closely with the organizations listed above, as well with La Plata County Commissioners and staff, City of Durango staff, Homes Fund, and La Plata Local First Foundation. The proposed project workplan is focused entirely on community outreach



and engagement, from leadership development to data gathering, education and resource provision to community design. ECLT has centered the needs and leadership of residents in every interaction and action with the Westside and Triangle communities. We were invited in by the co-op, with whom we continue to share decision-making power in all aspects of park management, over the past 18 months have developed trusting personal and collaborative relationships with many of the residents and their families.

While this complex redevelopment is challenging enough, ECLT views the real work as the authentic engagement and inclusion of the residents. PRICE will support our work in centering resident experiences, strengths, and leadership as the driving force in building a reimagined Westside, and provide the services and supports required for each and every resident to achieve their housing goals including homeownership. ECLT is working with partners including Impact Development Fund, First Southwest Bank, Colorado Housing and Finance Authority, and others to develop viable mortgage solutions for legal residents without social security numbers, and will ensure that any household unable to immediately purchase will be able to rent affordably while developing a path to ownership. Income inequality, and especially the racial wealth gap, are rooted in lack of access to homeownership and the creation of generational wealth.

ECLT will further center resident leadership, ownership, and community wealth by developing a mechanism whereby the Co-Op will own the commercial buildings and control the revenues created through commercial and dedicated rentals, using them to keep ongoing homeownership costs low and benefiting the community through events, services, and capital improvements. This innovative structure of community owned and benefitting real estate provides a replicable model for other communities.

The plight of Westside Mobile Home Park and Elevation Community Land Trust's subsequent acquisition of the park in partnership with residents has received an amazing level of local attention and public support. The process was covered extensively by the Durango Herald and Rocky Mountain PBS, and the larger community gathered multiple times in support of Westside, first at fundraisers and finally in a celebratory carne asada held at the La Plata County Fairgrounds. A public hearing was held to vote on grant and financing support from La Plata County Commissioners, during which residents testified as to the need to keep the community together and ECLT reviewed its PARC program and aspirations for redevelopment of the park into homes on permanent foundations made affordable through the community land trust model. Many citizens vocalized their support for residents and for the project plan; there were no opposing comments and the Commissioners voted unanimously to support. Since ECLT's acquisition, the parks have been visited by State Representatives, County Commissioners, City Council members, Senator John Hickenlooper, and Senator Michael Bennet, who met with residents to learn more about the vision for redevelopment. Additional community support is evidenced by the range of donations and loans that materialized to make the acquisition a reality, including \$140,000 granted from Local First Foundation made up of donations from local businesses. Continual efforts have been made to engage local housing organizations,

contractors, and consultants in the success of the project, and this outreach will continue throughout the redevelopment process.

## Exhibit E: Capacity

ECLT is a permanently affordable homeownership platform established in December 2017 by a collaborative of local foundations that recognized the urgent need for a strategic, cross-sector intervention to address the growing issues of affordable homeownership in Colorado. ECLT's mission is to partner with local communities to ensure families can access opportunity through permanently affordable homeownership. ECLT helps stabilize families through the use of the community land trust (CLT) model, a proven asset-building tool for lower income communities and communities of color that are at risk of displacement. Designed as a true public-private partnership, ECLT brings philanthropic capital alongside public subsidies in order to leverage impact. Since its first project in Aurora in 2018, Elevation CLT has added 263 homeowners, added 603 homes to its portfolio, and has more than 700 new units in its pipeline in fifteen municipalities. As evidence of its capacity to complete high quality, complex, and innovative projects, ECLT is proud to highlight La Tela Condominiums, the state's first 100% permanently affordable condominium project, which provided 92 households homeownership from \$149,000-\$199,900. That project model has been replicated with The Burrell, a 49-unit condominium just completed in Denver, and a third replication will break ground in September 2024.

The Elevation team carries over a century of affordable homeownership experience, and its leadership brings together affordable real estate development experience, community land trust stewardship experience, and affordable homeownership finance, fund development, and capacity building expertise. Its strong compliance team brings a long history of managing permanent affordability, qualifying applicants, and stewarding complex and layered funding sources. The organization is governed by a board of directors that brings unique experience and perspective to each project, as it is made up of ECLT homeowners, housing developers, community representatives, and finance experts.

The Elevation team has extensive experience in successfully managing projects with complex capital stacks and multiple funding sources, and at any given time manages 10+ government contracts over multiple, geographically diverse projects. ECLT has successfully managed compliance and timely deployment of funds including CDBG, HOME, ARPA, Federal Home Loan Bank, and local affordable housing loans and grants from thirteen different local jurisdictions. ECLT has experience in a variety of project roles, as the primary developer, the acquisition partner, the preservation partner, and even the financial guarantor, and is confident in its excellence in execution and as a trusted partner.

Elevation Community Land Trust will ensure permanent affordability through the community land trust model, a proven tool to build wealth and equity, especially in communities of color and neighborhoods buffeted by cycles of disinvestment and displacement. ECLT utilizes a Fannie Mae approved 99-year land lease and utilizes HomeKeeper - a Salesforce tool to monitor and manage shared-equity portfolios - to ensure compliance.

Key staff involved in this project include:

**Stefka Czarnecki Fanchi, President & CEO**

Stefka leads the execution of Elevation’s mission through development of strategic partnerships, funder relationships, capital development, and visionary thinking. Prior to joining Elevation in 2018, Stefka spent 14 years leading Habitat for Humanity of Colorado and she has a background in large-scale nonprofit fundraising, State housing policy, and affordable homeownership. She earned a Bachelor’s degree in International Affairs from The George Washington University and a Master of Arts in International Management with a focus in Sustainable Development.

**Robin Hickey, CPA, Chief Financial Officer**

Robin specializes in process improvement, financial modeling, and budget development and management. Prior to joining ECLT, Robin served as deputy director and CFO of the Denver Urban Renewal Authority. Her financial and real estate experience includes developing funding strategies for a wide variety of economic development activities and advising on resource deployment for critical business areas. Robin earned her MBA in accounting and entrepreneurship from the City University of New York-Baruch College Zicklin School of Business. She is a recipient of the 2017 NYCEDC President’s Award and a two-time recipient of the Graduate Milton Mann Prize Scholarship.

**Yvonne Duvall, Chief Program Officer**

Yvonne is an accomplished housing professional who has recently accepted the position of Chief Program Officer at ECLT where she oversees the success and alignment of the Real Estate and Social Impact and Wealth Equity departments. Her career spans nearly two decades, dedicated to HUD funding and affordable housing programs. She has successfully written and administered over \$50 million in grant awards. Her leadership and strategic planning skills have driven program success, particularly in community-benefitting real estate development and housing initiatives such as housing rehabilitation, rental utility mortgage assistance, aging in place, and matched savings programs. Yvonne holds a Bachelor of Arts in Behavioral Science from Metropolitan State College of Denver and a Master of Professional Studies in Organizational Leadership from The University of Denver. She is certified as a Housing Development Finance Professional and has certifications in Data Analytics and Project Management.

## **David Ogunsanya, Vice President of Real Estate**

David is responsible for ECLT's acquisition and development strategy and external partner relations. In just five years David's efforts resulted in the acquisition and development of more than 600 homes. Prior to joining ECLT, David served as Director of Housing for Athens Land Trust in Athens, Georgia, and as Community Program Manager for City First Homes, Inc. in Washington, DC., where he was involved in stewarding 244 units of permanently affordable housing. David is a graduate of the Graduate School of Public and International Affairs (GSPIA) at the University of Pittsburgh and North Carolina Central University.

## **Key Project Partners**

### **1. Colorado's United States Senators -**

**1. HomesFund** - interim purchaser of Triangle Trailer Park; provider of first time homebuyer education

**2. Good Food Collective** - convener of Latinx Early Childhood Task Force; collaborator in supervision of community survey efforts

**3. Community Investment Alliance** - creation, funding, and supervision of Housing Fellow

**4. Fading West Development** - consultant in site planning for modular construction and potential future development partner

**5. La Plata County** - provided \$1.5 million in acquisition lending on Westside and partnered to secure \$800,000 in grant funding from DOLA to acquire Triangle

**6. City of Durango** - annexing both parks and waiving many fees associated with annexation, entitlement, and permitting; future funding partner for redevelopment

**7. Colorado Division of Housing** - provided \$4million in low cost capital for acquisition; future funding partner for redevelopment

**8. SEH, Inc.** - consultant for engineering, community-centered design, and site planning

## ***Promoting Racial Equity***

The home page of the ECLT website states "There is no equity without equal access to opportunity through homeownership. ECLT stands shoulder to shoulder with those seeking to dismantle racist policies that have barred so many from owning real estate and passing on intergenerational wealth". That commitment to promoting racial equity is part of our DNA, and is reflected in every policy and operational decision. Examples of programs explicitly focused on racial equity include:

### **Neighborhood Investment Program**

Elevation Community Land Trust (ECLT) created the Neighborhood Investment Program Calculation (NIPC) to prevent and mitigate the impacts of involuntary displacement, which disproportionately affects communities of color. NIPC is a preference policy that allows

households with ties to a particular community a greater chance to purchase an ECLT home in that community. NIPC prevents and remedies the involuntary displacement that arises from gentrification by awarding points for connections to an area in which a home is located. Points are awarded for current neighborhood residents, former neighborhood residents, generational ties (parent or grandparent who lived in the neighborhood), neighborhood school enrollment, or workplace.

### **Doors to Opportunity**

Many of ECLT's efforts focus on mitigating displacement of households of color; however, true opportunity means choice. Doors to Opportunity opens neighborhood choice to BIPOC homebuyers who do not wish to purchase a home available through ECLT but would rather find a home on the market that suits their household's priorities and values. Using available State and local subsidies and adding a \$50,000 down payment assistance loan, ECLT will purchase the land and the qualified buyer will purchase the improvements. This program has the dual benefits of providing added opportunity and agency for those historically locked out of homeownership, while adding to the stock of permanently affordable homes in Colorado.

### ***Environmental Reviews***

The Elevation team has extensive experience conducting environmental reviews in accordance with 24 CFR part 50 (non-profits not in consortium with a state government, tribal government, or unit of general local government) and 24 CFR part 58 (state government, tribal government, and units of general local government, or non-profits in consortium with any of the aforementioned). Having successfully completed more than five development projects in the last year alone, all with cross-cutting Federal requirements and multiple public funding sources, ECLT is well versed in the environmental review process as well as with environmental mitigation activities. A robust partnership with the Environmental Protection Agency's Brownfields Program has assisted with new construction development as well as scattered site acquisition and rehab. Concurrent with the acquisition of the parks, ECLT worked with The Environmental Protection Agency's Brownfields Program to conduct a complete environmental review both Phase I and Phase II.

**Describe your experience with cross-cutting federal requirements and how you will comply with 2 CFR part 200 (Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards), Davis-Bacon labor standards (not applicable to Tribal Applicants), fair housing and nondiscrimination requirements, and the 49 CFR 24 (Uniform Relocation Act).**

ECLT is committed to excellence in financial management, accountability and compliance. ECLT staff maintains and upholds the highest standard of ethics in its approach to decision-making and program implementation, in alignment with the organization's mission.



### ***Experience with Cross-Cutting Federal Requirements***

ECLT has expertise in managing both federal pass-through awards and non-federal awards. ECLT and its staff have successfully demonstrated adherence to crosscutting federal requirements across a variety of program types, and have effectively ensured organizational compliance with established federal, state and local regulations, as outlined in more detail in the subsections below.

Since its inception in 2018, ECLT has successfully administered various federal pass through grants, including HUD HOME Investment Partnerships Program funds and Coronavirus State and Local Fiscal Recovery Funds (SLFRF). ECLT's highly qualified and trained staff has additionally managed awards from the HUD Community Development Block Grant (CDBG) Program, the HUD CDBG Disaster Recovery Grant Program, the HUD Neighborhood Stabilization Program and HOME in prior roles. With more than 100 years of combined experience with federal awards, ECLT staff has the requisite knowledge and expertise to comply with cross-cutting federal requirements.

Additionally, ECLT has successfully managed more than \$100M in non-federal contracts and grants from a wide variety of government and non-government sources, including the State of Colorado, the Colorado Housing and Finance Authority, the Federal Home Loan Bank, 15 counties and municipalities, and dozens of private foundations and corporations.

### ***2 CFR Part 200 Compliance***

ECLT's financial management system is designed for 2 CFR 200 compliance. The provides the required controls to properly administer federal and non-federal contracts including grant and fund tracking and reporting. This includes both inflows (receipts) and outflows (expenditures) of grant funds to ensure that expenditures are accurately authorized, recorded, paid in the appropriate accounting period and expended only on eligible items.

ECLT's CFO and Controller have an active role in eligibility review, and all grant expenditures require approval of an authorized senior leadership team member. Involvement in these processes from high-level personnel ensures that the importance of adherence to federal regulations and compliance with funding requirements is tone set from the top of the organization. ECLT additionally has a robust internal control framework that outlines policies, procedures, job responsibilities, separation of duties, and reporting and decision-making authority.

Specifically, ECLT's internal policies and procedures provide comprehensive guidance on financial control procedures and oversight responsibilities. ECLT additionally ensures that all staff are aware of their specific responsibilities for compliance each grant agreement and contract awarded to the organization. ECLT's procurement policy is specifically designed for compliance with 2 CFR 200.

ECLT undergoes an annual audit of its financial records, financial statements and federal award transactions and expenditures including a Single Audit when required by Uniform Guidance. In between annual audits, ECLT's senior leadership, finance committee and board regularly review financial data and reports, including budget vs. actuals and balance sheet activity.

### ***Davis Bacon Labor Standards***

ECLT is committed to compliance with Davis Bacon whenever applicable. ECLT's procurement policy and compliance procedures mandate that contractors and subcontractors adhere to Davis-Bacon wage standards as required within their contracts. To monitor ongoing compliance, ECLT requires the submission of payroll records, which are reviewed and approved by staff and/or external subject matter experts.

### ***Fair Housing and Nondiscrimination Requirements***

ECLT is committed to furthering fair housing through its activities and preventing discrimination through ongoing staff training and education. All ECLT staff are required to take annual training on fair housing laws through the Colorado Civil Rights Division. All staff are additionally required to watch HUD's affirmative fair housing training upon joining the organization.

ECLT completes and implements an Affirmative Fair Housing Marketing Plan for each major program or project. These plans guide the community outreach for the project, ensuring that the organization's programs are accessible to all eligible households and families, and that underrepresented demographics are specifically identified and communicated with throughout the project lifecycle. ECLT further continually tracks and evaluates homebuyer metrics, and adjusts its approach to community outreach based on homebuyer surveys and demographics.

ECLT's organizational policies affirmatively prohibit discrimination based on race, color, national origin, religion, sex, familial status, disability, or other protected classes.

### ***Compliance with the Uniform Relocation Act***

ECLT has extensive experience complying with the Uniform Relocation Act (49 CFR 24), including the preparation of relocation plans, ensuring that residents are aware of their rights and benefits under the act, and maintaining appropriate documentation for all URA-related activities. ECLT has contracted with a consulting firm that has specific experience with the URA to guide our staff to ensure that any displaced persons receive fair compensation and support. ECLT additionally has multi-lingual staff and external translation experts to ensure that potentially displaced persons and displaced persons receive communications, support, and information in their language of choice.

## Exhibit F: Match or Leverage

The total project budget is \$45.05M, and ECLT’s PRICE request is \$5M. Therefore, the match for the project will ultimately be approximately 900%. At this phase in the project, however, not all of the sources of match have yet been fully committed; due to the phased nature of the project, requests and commitments must be timed to match activities. The chart below identifies the status of each funding source for the purpose of calculating PRICE grant match pursuant to the NOFO guidelines.

Sources	Amount	Federal or Non-Federal	Status
Sale of Affordable Homes	\$14,065,000	Non-Federal	Pending redevelopment
Congressionally Directed Spending Request	\$3,000,000	Federal	Application in review
PRICE Grant	\$5,000,000	Federal	Pending
Philanthropic Capital Grants	\$1,840,000	Non-Federal	Awarded - \$715K Balance Pending
Colorado Division of Housing Grant	\$7,490,000	Non-Federal	Pending
Colorado Division of Housing Down-Payment Assistance Grant	\$2,600,000	Non-Federal	Pending
Colorado Department of Local Affairs Incentives Grant Program	\$800,000	Non-Federal	Awarded
Colorado Division of Housing Operation Turnkey Loan	\$4,000,000	Non-Federal	Awarded
USDA Infrastructure Grant	\$2,000,000	Federal	Pending
City of Durango Grant	\$1,070,000	Non-Federal	Pending
La Plata County Grant	\$1,070,000	Likely Federal	Awarded - \$55K Balance Pending
Cash Flow from Rental Units	\$2,115,000	Non-Federal	Pending Redevelopment
<b>Total Sources</b>	<b>\$45,050,000</b>		
<b>Total Committed/ Awarded</b>	<b>\$5,570,000</b>		
<b>% Committed / Awarded Match</b>	<b>111%</b>		

Committed funds to date include:

- The Colorado Health Foundation: \$500,000 grant for park acquisition and resident support
- Local First Foundation: \$140,000 grant for park acquisition
- La Plata County Economic Development Alliance: \$75,000 grant for predevelopment expenses
- Colorado Department of Local Affairs: \$800,000 grant for the acquisition of Triangle Mobile Home Park from HomesFund
- Colorado Division of Housing: \$4,000,000 loan for the refinance of the acquisition loan for Westside Mobile Home Park, to support long term redevelopment activities.
- La Plata County: \$55,000 for acquisition due diligence

Letters of award and commitment are included in attachment F.

In addition to these committed funding sources, ECLT anticipates or has applied for the following funding from other sources. Both the expected funding level and the risks of, and mitigants for, not receiving a full funding award are included below.

- Sale of affordable homes in the redeveloped park: \$14,065,000, based on AMI levels within the park paying no more than 1/3 of their income toward their total monthly housing payment at current interest rates. This is a conservative estimate based on 2023 AMI levels with a high interest rate assumption; actual revenue may exceed this number and, due to the conservative nature of these calculations, the risk of not achieving this level of revenue is minimal.
- PRICE grant: \$5,000,000. Should the full amount of the PRICE grant not be awarded, ECLT may need to re-evaluate certain portions of the project and/or adjust the timeline for completion.
- Congressionally directed spending: \$3,000,000 requested in the Spring of 2024. ECLT has received strong support from both Senator Bennett and Senator Hickenlooper for this request, however, the CDS process is long and uncertain. The request is currently in the HUD subcommittee and inclusion in the bill will be known in July 2024. Should this funding not be allocated, ECLT will raise additional philanthropic capital to support the project and replace this funding.
- Other Philanthropic Grants: \$1,125,000; ECLT is in the process of identifying and applying for a variety of philanthropic grants for the project. ECLT has a strong track record of bringing this level of per-unit funding to its projects. ECLT has received indications of future support from several foundations with specific interest in supporting certain aspects of this project, including the development of in-home childcare units. Given the level of support to date, and the strong community interest in

this project, ECLT believes that risk of not achieving this level of grant funding is minimal.

- Colorado Division of Housing Grant: \$7,490,000 to be requested upon completion of predevelopment activities and other pre-application activities required by the division. This level of funding is in line with per unit guidelines for homeownership published by CDOH, and ECLT has been in discussions with the Division about the needed level of support since acquiring the park in 2022. ECLT has an extensive track record of being awarded funding for projects through CDOH and believes it has a strong likelihood of success in this application and that the risk of not receiving this funding is low.
- Colorado Division of Housing Down Payment Assistance Grant: \$2,600,000 to be requested prior to the initial units being available for sale. These funds will enable ECLT to offer deeper levels of affordability to homebuyers who are at the lower AMI ranges within the park. ECLT has an existing contract that is available to all ECLT homebuyers (not specific to this project and therefore not countable as match) that will be utilized, and therefore the funding risk is minimal.
- USDA Infrastructure Grant: \$2,000,000; ECLT is in the process of preparing a grant application to the USDA for infrastructure costs, specifically to support the cost of bringing the park onto City water and repairing or replacing sewer lines. Given that the USDA grant is competitive, there is a risk that this funding may not materialize. In that instance, ECLT would identify alternative infrastructure grant opportunities to replace this funding.
- City of Durango Grant: \$1,070,000. The City of Durango has expressed significant support for this project, and ECLT believes that this request of \$10,000 per unit has a high likelihood of being funded.
- La Plata County Grant: \$1,015,000. ECLT anticipates applying for at least \$9,500 per unit in CDBG funding to assist with the acquisition of modular boxes. La Plata County has expressed significant support for this project, and ECLT believes this request has a high likelihood of being funded.
- Cash Flow from Rental Units: \$2,115,000. This is a conservative estimate of the revenue from rental units that will be available to support the project in the first five years. Given the conservative nature of the assumptions used to generate this number, ECLT believes the risk of not achieving this level of funding is low.

Many of organizations in the list above are providing significant capacity and expertise to the project, above and beyond their financial contribution:

- ECLT is receiving in-kind support (not included above) from the City of Durango in the form of fee waivers related to the annexation of the project into the City and the conversion of the park's water source to City water.



## Exhibit G: Long-Term Effect

A redeveloped, reimagined Westside/Triangle will have impacts that reverberate across all of Durango and La Plata County, and across many future generations.

Access to improved housing will have an immediate positive effect on the physical and mental health of residents, and on child outcomes – outcomes that will have long term impacts on their quality of life as adults and on the prospects and opportunities available to their children. For LMI households, an affordable housing payment means more available income for other necessities such as food, medical care, education, and recreation. For those residents who become homeowners in the new community, those effects are even more profound: homeowners have net worth of more than 40 times that of renters (Federal Reserve 2019), their children are far more likely to become homeowners, and they are more involved in their communities, voting and volunteering at much higher rates.

ECLT will actively work to create pathways to homeownership for all interested residents. Once complete, replacement units will be offered to existing residents in three models: 1) direct purchase for qualified buyers, 2) STEP (Saving Toward Equity Program) lease with purchase option paired with individualized services, 3) rental. Those in traditional affordable rentals will have ongoing access to homebuyer education, financial management, and entry into the other paths.

Elevation Community Land Trust will ensure permanent affordability through the community land trust model, a proven tool to build wealth and equity, especially in communities of color and neighborhoods buffeted by cycles of disinvestment and displacement. The community land trust model achieves initial affordability by removing the land value from the transaction and investing public and private subsidies to make ownership accessible to low-income households. Those subsidies are then retained through the resale formula, benefitting buyer after buyer. The land ownership structure is a powerful mechanism to ensure that homes are never lost to the market, as the CLT must be party to all sales and liens, including mortgage refinance.

The project will have long term impact on the region at large by increasing the stock of permanently affordable homeownership opportunities by 107 units. This will be a tool to stabilize the workforce in the area and impact the economy, the school system, and other community factors.

## Preference Points

### *Period of Affordability*

As described on page 22 in the Affordability section, all units at Westside/Triangle will be affordable in perpetuity through the community land trust model, using a 99-year renewable ground lease that is renewed at each resale.

Affordability for homeownership is defined as a total housing burden (PITI, Lease Fee, HOA) not to exceed 33% of gross household income, or 35% with a waiver (provided under defined conditions). ECLT determines the initial sales price of homes at affordability to 10% below the target AMI level; i.e. 70% AMI affordability for a limit of 80% AMI. Affordability for rental units will be defined by rents targeted at 30% of gross income for the targeted AMI band, not to exceed the Colorado Housing and Finance Authority max rent limits.

## **Attachment A: Advancing Racial Equity**

Elevation Community Land Trust aligns its activities with Executive Order 13985 and federal fair housing and civil rights laws, affirming its dedication to racial equity and support for underserved communities.

The home page of the ECLT website states “There is no equity without equal access to opportunity through homeownership. ECLT stands shoulder to shoulder with those seeking to dismantle racist policies that have barred so many from owning real estate and passing on intergenerational wealth”. That commitment to promoting racial equity is part of our DNA, and is reflected in every policy and operational decision.

### ***Identification of Potential Barriers***

ECLT recognizes barriers such as resource allocation inequity, infrastructural disparities, and cultural barriers. We ensure the selection process for working with groups is equitable and inclusive, addressing the systemic issues that create these barriers.

### ***Steps to Reduce or Eliminate Barriers***

At Westside/Triangle specifically, ECLT centers language justice, community leadership, and customized, culturally appropriate education. All written communication is provided in both Spanish and English, and simultaneous translation is provided at all online and in-person meetings.

### ***Staff Training***

ECLT’s entire team at all levels is required to complete the Fair Housing 101 Training provided by the Colorado Civil Rights Division, as well as the HUD affirmative fair housing training, within 90 days of employment with the organization. Annually, a fair housing training program is provided in person to the entire staff focusing on a different area of Fair Housing. For example, in 2023 training was provided by the Colorado Cross Disability Alliance on fair housing and equitable development for people with disabilities.

### ***Neighborhood Investment Program***

Elevation Community Land Trust (ECLT) created the Neighborhood Investment Program Calculation (NIPC) to prevent and mitigate the impacts of involuntary displacement, which disproportionately affects communities of color. NIPC is a preference policy that allows households with ties to a particular community a greater chance to purchase an ECLT home in that community. NIPC prevents and remedies the involuntary displacement that arises from gentrification by awarding points for connections to an area in which a home is located. Points are awarded for current neighborhood residents, former neighborhood residents, generational ties (parent or grandparent who lived in the neighborhood), neighborhood school enrollment, or workplace.

### ***Doors to Opportunity***

Many of ECLT's efforts focus on mitigating displacement of households of color; however, true opportunity means choice. Doors to Opportunity opens neighborhood choice to BIPOC homebuyers who do not wish to purchase a home available through ECLT but would rather find a home on the market that suits their household's priorities and values. Using available State and local subsidies and adding a \$50,000 down payment assistance loan, ECLT will purchase the land and the qualified buyer will purchase the improvements. This program has the dual benefits of providing added opportunity and agency for those historically locked out of homeownership, while adding to the stock of permanently affordable homes in Colorado.

### ***Organizational Commitment***

Internally, ECLT's DEI work has included the addition of homeowners to our Board of Directors, supported by extensive inclusivity training for existing board members and team building for the new board, staff training on inclusivity in housing for people with disabilities, and the development of Doors to Opportunity, a new buyer-driven program with the goal of increasing the homeownership rate among BIPOC households. In addition ECLT has intentionally increased our partnerships with developers and contractors of color, and has engaged a BIPOC owned marketing firm to lead community outreach efforts to marginalized, hard-to-reach communities.

These efforts are evident in the people we serve, and the team we curate. ECLT homeowners are 60% BIPOC – more than 15 points higher than Colorado's general homeownership demographics. The ECLT staff is 60% BIPOC, and leadership is 60% BIPOC. The Board of Directors is 40% BIPOC.

To provide informed, authentic leadership for cultural equity, ECLT strives to:

Ensure equitable access to a safe and decent place to live.

See diversity, inclusion, and equity as connected to our mission and critical to ensure the well-being of our staff and the communities we serve.

Acknowledge and dismantle any inequities that excluded, silenced or exploited people of color and within our policies, systems, programs, and services.

Advocate for and support board-level thinking about how systemic inequities impact our organization's work, and how best to address that in a way that is consistent with our mission.

Help to challenge assumptions about what it takes to be a strong leader at our organization, and who is well-positioned to provide leadership.

Practice and encourage transparent communication in all interactions.

Commit time and resources to expand more diverse leadership within our board, staff, committee, and advisory bodies.

Lead with respect and tolerance.



## **Attachment B: Affirmative Marketing**

Elevation Community Land Trust is committed to affirmative marketing that ensures broad awareness and accessibility of services, particularly to those in rural America who are least likely to apply. ECLT utilizes established local relationships to connect with diverse, underserved populations.

### ***Leveraging State and Local Partnerships***

ECLT's outreach strategy is rooted in collaboration with state and local entities that share our goal of safe, decent, and affordable housing. As we enter new communities we make it a priority to build relationships with other agencies serving LMI populations, and develop pipeline pathways that range from written communication to application workshops to financial education offerings. By relying on these existing partnerships, we harness the power of word-of-mouth to disseminate information about our services. This grassroots approach leverages the trust and respect these entities have built within their communities to reach a wider audience, including those who might otherwise remain unaware of the opportunities available.

### ***Homeowner Outreach***

ECLT's homeowners are our best ambassadors, as we rely on them to give firsthand testimonials about the impact that homeownership access has had in their lives. ECLT homeowners assist in staffing community events and festivals, participate in committees and provide guidance to board and staff on effective outreach and marketing methods.

### ***Advertising to Local Renters***

Utilizing direct mail, digital ads, and radio (inclusive of multiple languages and audience demographics), ECLT communicates available opportunities to renters in defined geographic ranges.

### ***Monitoring and Adaptation***

We continuously monitor the reach and impact of our affirmative marketing efforts, prepared to adapt and refine our strategies. By analyzing our online presence's effectiveness and feedback from our state and regional partners, we can ensure that our marketing efforts are as effective and inclusive as possible. ECLT's affirmative marketing plan is designed to be both effective and flexible, respecting the diverse nature of the communities we serve while ensuring that information about our grants and services is accessible to all, especially those in rural areas who may be unaware of these opportunities.

## **Attachment C: Affirmatively Furthering Fair Housing**

Elevation Community Land Trust is at the forefront of advancing equity, supporting underserved communities, and advocating for wealth equity through affordable homeownership in Colorado. Our mission, deeply embedded in creating wealth opportunity for those who have been locked out of homeownership, aligns with our commitment to Affirmatively Furthering Fair Housing (AFFH) and addressing the needs of Black, Latino, Indigenous, Native American, Asian, Pacific Islander, and other persons of color. The proposed activities will be consistent with the AFFH's fair housing goals and with fair housing strategies specified in the jurisdiction's Consolidated Plan or Public Housing Agency Plan.

Additionally, ECLT's proposed activities are designed not only to comply with the Fair Housing Act but to actively promote fair housing principles through Education on Fair Housing: Offering training sessions that delve into fair housing laws, patterns of segregation, and actionable strategies to combat housing discrimination.

## **Attachment D: Eligible Applicant Documentation**

### ***Threshold Eligibility Requirements***

Elevation Community Land Trust (ECLT) meets all Threshold Eligibility Requirements identified in Section III.D. of the NOFO:

1. Resolution of Civil Rights Matters. ECLT has no outstanding or unresolved civil rights matters related to any prior grant awards with HUD.
2. Timely Submission of Applications. ECLT is submitting the application before the deadline.
3. Eligibility Information. ECLT is a public nonprofit entity under Section 501(c)(3) of the Internal Revenue Code (IRS determination letter issued in April 1974, Attachment 2) organized and operated exclusively for exempt purposes. ECLT's UEI is QXW8S5NY9U14 (DUNS: 0651269950000) and ECLT maintains a System of Award Management (SAM) active registration valid through March 14, 2025.
4. Number of Applications. ECLT is submitting only one application under this NOFO.

### **Statutory and Regulatory Requirements**

ECLT meets all Statutory and Regulatory Requirements identified in Section III.E. of the NOFO:

1. Universal Identifier and System for Award Management (SAM.gov) Requirements. ECLT's UEI is QXW8S5NY9U14 (DUNS: 0651269950000) and ECLT maintains a System of Award Management (SAM) active registration valid through March 14, 2025.
2. Outstanding Delinquent Federal Debts. ECLT does not have any outstanding delinquent federal debts and is eligible to receive an award of federal funds.
3. Debarments and/or Suspensions. ECLT has not been debarred or suspended from doing business with the Federal government.
4. Pre-selection Review of Performance. N/A.
5. Sufficiency of Financial Management System. ECLT's financial management systems meet federal standards as described in 2 CFR 200.302. If HUD arranges for a survey of financial management systems, ECLT will comply.
6. False Statements. No false statements have been made in this funding application. ECLT certifies that statements made are true.
7. Mandatory Disclosure Requirement. ECLT has no violations of Federal criminal law involving fraud, bribery, or gratuity violations.
8. Prohibition Against Lobbying Activities. ECLT does not use or intend to use federal funds for lobbying activities. All PRICE affiliates will be required to complete an Application Assurance and Certification form stating that no federal funds appropriated have been or will be paid by/or on behalf of the affiliate for lobbying activities.
9. Compliance with the Award Term in Appendix A of 24 CFR part 170. As a recipient of grants from multiple Federal agencies, ECLT has the necessary processes and systems in place to comply with the Award Term in Appendix A of 24 CFR part 170