



**ELEVATION COMMUNITY LAND TRUST**

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

**FR-6700-N-99**

**July 10, 2024**

**Table of Contents**

Exhibit A: Executive Summary ..... 3

Exhibit B: Threshold Requirements and Other Submission Requirements ..... 5

Exhibit C: Need ..... 10

Exhibit D: Soundness of Approach ..... 17

Exhibit E: Capacity ..... 35

Exhibit F: Match or Leverage ..... 44

Exhibit G: Long-Term Effect ..... 48

Attachment A: Advancing Racial Equity ..... 53

Attachment B: Affirmative Marketing ..... 58

Attachment C: Affirmatively Furthering Fair Housing ..... 61

Attachment D: Eligible Applicant Documentation ..... 63

Attachment E: Evidence of Partnership ..... 66

Attachment F: Match ..... 79

Attachment G: Application Certifications and Standard Forms ..... 81

Attachment H: Summary of Comments Received ..... 86



# Exhibit A: Executive Summary

**ELEVATION COMMUNITY LAND TRUST**

## **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, Colorado. 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 own 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 107 homes on permanent foundations; 22 will be affordable rental units, and 85 for-sale homes. ECLT has committed to no lot rent increases and zero displacement throughout redevelopment.

The proposed, shovel ready 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 B: Threshold Requirements and Other Submission Requirements

**ELEVATION COMMUNITY LAND TRUST**

**Exhibit B: Threshold Requirements and Other Submission Requirements**

*Threshold Requirements (Section III.D)*

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 7/10/2024 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 January 2021, see Attachment 2).
- ECLT's Unique Entity Identifier (UEI) is QXW8S5NY9U14
- ECLT maintains an active System of Award Management (SAM) registration valid through March 14, 2025.

**4. Number of Applications**

ECLT is submitting only one application under this NOFO.

***Statutory and Regulatory Requirements (Section III.E)***

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

**5. Universal Identifier and System for Award Management (SAM.gov) Requirements**

ECLT's UEI is QXW8S5NY9U14 (DUNS: 0651269950000), and ECLT maintains an active SAM registration valid through March 14, 2025.

**6. Outstanding Delinquent Federal Debts**

ECLT does not have any outstanding delinquent federal debts and is eligible to receive an award of federal funds.

**7. Debarments and/or Suspensions**

ECLT has not been debarred or suspended from doing business with the Federal government.

**8. Pre-selection Review of Performance**

Not applicable (N/A).

**9. Sufficiency of Financial Management System**

ECLT's financial management systems meet federal standards as described in 2 CFR 200.302. ECLT will comply if HUD arranges a survey of financial management systems.

**10. False Statements**

No false statements have been made in this funding application. ECLT certifies that the statements made are true.

#### **11. Mandatory Disclosure Requirement**

ECLT has no violations of Federal criminal law involving fraud, bribery, or gratuity violations.

#### **12. Prohibition Against Lobbying Activities**

ECLT does not use or intend to use federal funds for lobbying activities. ECLT will 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.

#### **13. 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.

### *Other Submission Requirements (Section IV.G)*

#### **14. Standard Forms and Assurances**

- a. ECLT has completed all necessary forms, including SF-424, HUD 424-B, SF-424D (if applicable), SF-424B (if applicable), HUD 2880, SF-LLL, and the certification of lobbying activities.
- b. ECLT's code of conduct is updated and compliant with HUD's requirements.

#### **15. Affirmatively Furthering Fair Housing (AFFH)**

ECLT is implementing several meaningful actions specifically focused on transforming racially and ethnically concentrated areas of poverty into areas of opportunity, such as:

- **Education on Fair Housing:** Providing educational programs to increase awareness and understanding of fair housing laws.
- **Health and Safety Improvements:** Enhancing living conditions to promote health and safety.
- **Resident Engagement and Empowerment:** Empowering residents through engagement and support programs.
- **Financial Education and Support:** Offering financial education and support to residents.
- **Tenant Equity Vehicle:** Increasing affordable housing stock through innovative programs like the Tenant Equity Vehicle.
- **Alignment with Jurisdiction's AI or AFH Goals**  
ECLT's activities align with goals such as creating new moderate-priced multifamily rental developments, focusing on moderate wage ownership, and increasing ownership opportunities for the workforce. This is in response to the significant increase in housing costs and the need for affordable housing.

## 16. Compliance with Nondiscrimination Requirements

ECLT is committed to furthering fair housing and preventing discrimination through:

- Ongoing staff training and education on fair housing laws.
- Requiring all staff to complete annual training through the Colorado Civil Rights Division and HUD's affirmative fair housing training.
- Implementing an Affirmative Fair Housing Marketing Plan for each major program or project to ensure accessibility and outreach to underrepresented demographics.
- Regularly tracking and evaluating homebuyer metrics and adjusting community outreach based on survey results and demographics.
- Adhering to organizational policies that prohibit discrimination based on protected classes.

## 17. Language Access to LEP Persons

ECLT provides meaningful language access to persons with Limited English Proficiency (LEP) by:

- Offering all written communication in both Spanish and English.
- Providing simultaneous translation at all online and in-person meetings to facilitate effective communication and participation.

## 18. Physical Accessibility for Public Meetings and Information Dissemination

ECLT ensures compliance with ADA and Section 504 by:

- Using accessible facilities.
- Making accommodation upon request for public meetings and information dissemination.

## 19. HUD Environmental Review

ECLT has experience conducting environmental reviews in accordance with 24 CFR part 50 and part 58. Having successfully completed more than five development projects in the last year, ECLT is well-versed in the environmental review process and mitigation activities. ECLT also has a robust partnership with the Environmental Protection Agency's Brownfields Program.

## 20. Affordability Standards

- **Homeownership:** Affordability is defined as a total housing burden (PITI, Lease Fee, HOA) not to exceed 33% of gross household income, or 35% with a waiver under defined conditions. Initial sales prices are set to be affordable at 10% below the target AMI level.
- **Rental Units:** Affordability is defined by rents targeted at 30% of gross income for the targeted AMI band, not exceeding the Colorado Housing and Finance Authority max rent limits.





## Exhibit C: Need

### **ELEVATION COMMUNITY LAND TRUST**

## **Exhibit C: 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 an isolated rural community 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 the core workforce. 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.

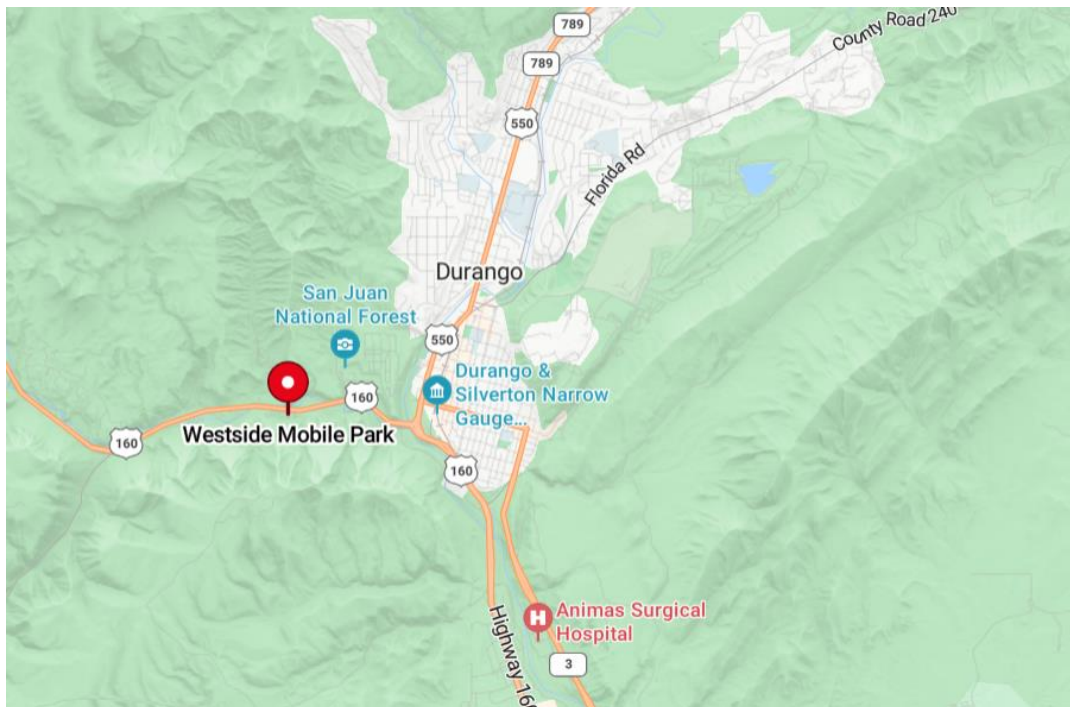
According to Zillow, the average home list price in Durango was \$766,500 in January 2024, requiring a buyer to make at least 200% of the area median income. In Colorado mobile home park resident incomes average 40% AMI. Single family detached homes make up most housing units in the region, but mobile 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.

### *Project Area and Need for Affordable Accessible Housing*

Westside Mobile Home Park and Triangle Trailer Park are on about 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 its 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 close 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 an 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, many 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 the 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 needs.

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

Long ignored and disinvested, improvement of 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, 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 will benefit not only the current residents but also low-income households and the entire community 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. The 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 AFFH**

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)*



- **Protected Class Groups Lacking Access:** The residents of Westside and Triangle Mobile Home Parks are predominantly Latinx (85%), Native (8%), and mixed race (5%), with an average income of 40% AMI. These groups lack access to safe and healthy affordable housing due to significant barriers including language and cultural challenges, limited financing opportunities, and exploitative practices.
- **Patterns of Segregation:** Durango, despite its diversity, exhibits patterns of segregation where minority communities are concentrated in substandard housing areas like mobile home parks. These areas often lack adequate services and infrastructure, further entrenching disparities.



- **Lack of Opportunity in Concentrated Areas of Poverty:** Residents face high poverty rates, low incomes, and high unemployment, limiting their access to opportunities. This is compounded by the high cost of living and limited affordable housing options in the area.
- **Discrimination:** Historical and systemic discrimination in housing, lending, and employment practices has disproportionately affected minority communities, creating a persistent lack of opportunity and barriers to achieving stable, affordable housing.

### *Application for Funding*

We are applying for the PRICE Replacement Pilot category of funding. The barriers to the preservation and revitalization of manufactured housing in our project area are significant, and federal funding is essential to overcome these challenges and ensure the successful redevelopment and revitalization of Westside and Triangle Mobile Home Parks.

### **Why Federal Funding is Essential**

Without federal funding, the redevelopment of Westside and Triangle Mobile Home Parks would not occur due to the significant financial barriers, high land and construction costs, and limited local funding. Federal investment is crucial to overcoming these barriers, ensuring the preservation and revitalization of affordable housing, and addressing the inequities faced by protected class groups in Durango.

## Exhibit D: Soundness of Approach

ELEVATION COMMUNITY LAND TRUST

## **Exhibit D: Soundness of Approach**

### ***1. Subfactor (b)(1): Project Description, Management, and Impact***

In the Spring of 2022, the Westside Mobile Home Park and the adjacent Triangle Park faced an imminent purchase offer from an out-of-state investor for over \$6,000,000. Armed with the 2020 Mobile Home Park Act, residents quickly mobilized and sought guidance from the Animas View Co-op Board members, who had successfully acquired their mobile home park in Durango in 2021 using the Resident Owned Communities model (ROC).

With the leadership of resident and community organizers, and the crucial support from two nonprofit agencies, ECLT and HomesFund, the residents were able to enhance their organizational capacity. This community-driven effort was further bolstered by prompt funding from local government, along with financial backing from First SouthWest Bank, the Impact Development Fund, a statewide CDFI, and other private funders. As a result, the Westside mobile home park was successfully acquired (and the Triangle is scheduled to close in August) on behalf of the residents and now operates under a unified management structure.

The acquisition by ECLT brought significant benefits and commitments to the residents. ECLT pledged to stabilize housing costs by not increasing rents and assured that current residents would not face displacement, even in the event of future redevelopment. Beyond financial stability, ECLT committed to immediate health and safety improvements and works with the resident co-op to ensure shared decision-making power.

Key achievements since the acquisition include:

- Engaging a new, resident-focused property management team.
- Conducting a comprehensive park-wide cleanup.
- Testing and upgrading the water treatment and delivery system.
- Trimming trees posed risks to homes.
- Repairing access roads.
- Removing uninhabitable units.

Residents are now collaboratively planning the long-term redevelopment of their park into homeownership on permanent foundations, adhering to the community land trust model. This transformative project not only preserves affordable housing but also empowers residents through active involvement in their community's future.

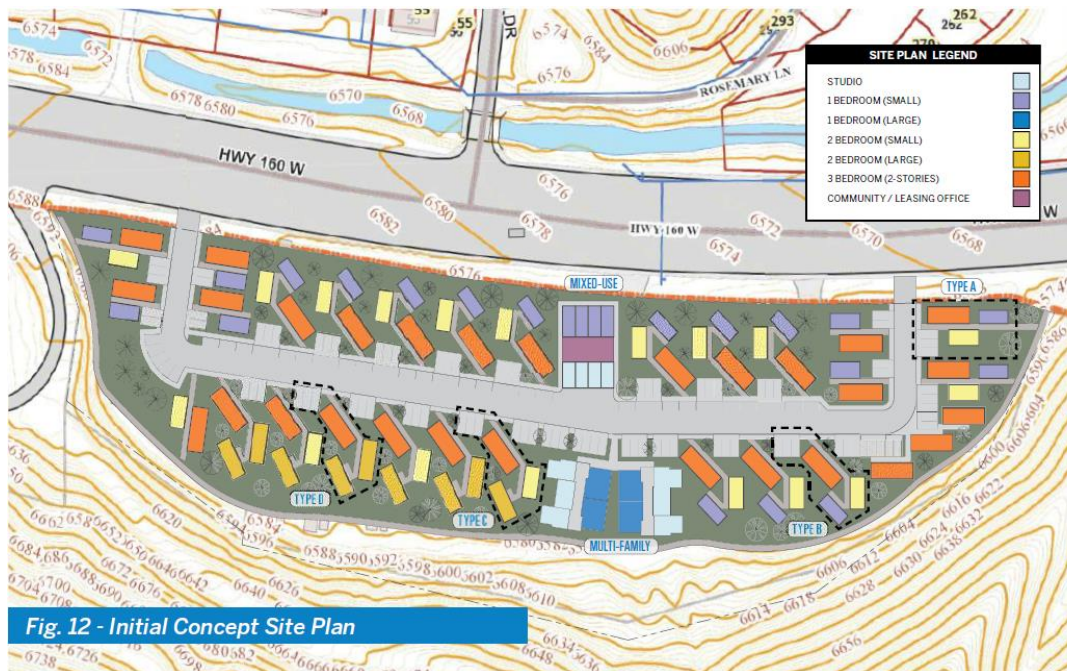
**Vision and Goals:** Our vision is to create vibrant, sustainable communities by revitalizing manufactured housing. Our goals include:

- Preserving and increasing affordable housing options for low- to moderate-income (LMI) households.
- Implementing innovative strategies to enhance housing stability and resilience.
- Ensuring long-term affordability through strategic partnerships and community involvement.

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 added, resulting in 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.

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:

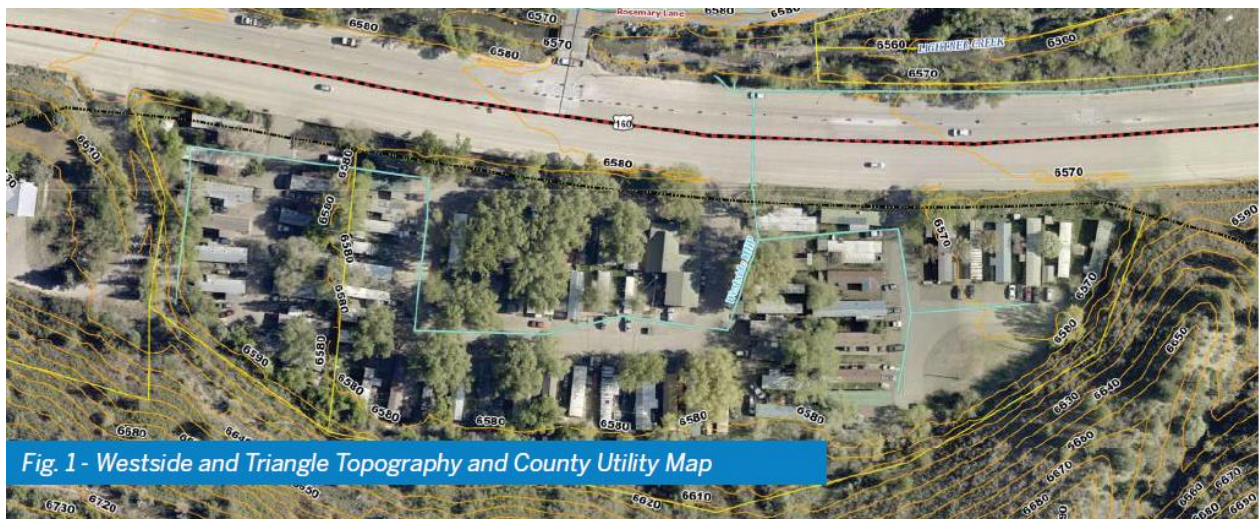
- **STABILIZE:** Elevation will acquire and stabilize mobile home parks, keeping lot rents affordable and providing services to residents while preparing for redevelopment.

- **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.

### Eligible Activities

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 estimated 85 units include three (final configurations) 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 a three-bed home, while their teens or adult children could live in a two-bed module and the grandparents own a 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 an additional budget is provided for mitigation and fire resistance.

We will undertake a mix of activities that will address the critical need for affordable housing while adhering to National Objectives.

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

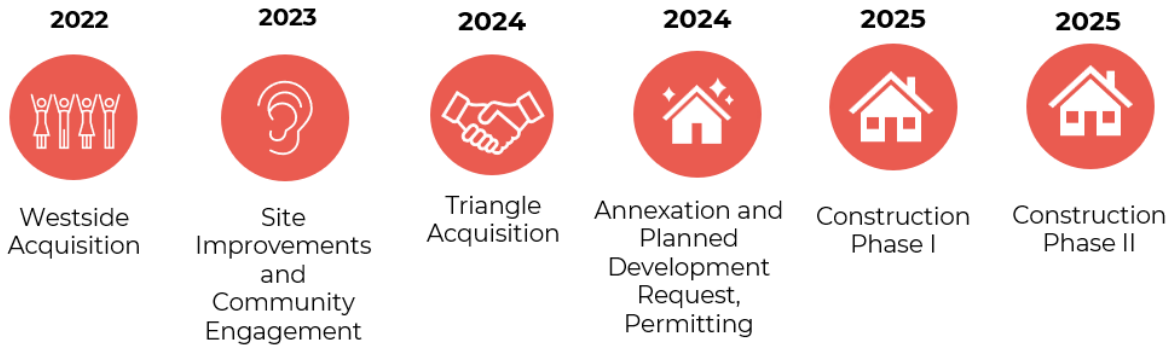
- acquisition / purchase, installation, and new construction of housing
- voluntary buyouts for purposes of relocation
- housing and voluntary supportive service activities that support residents, including providing relocation assistance, down payment assistance, homebuyer education, housing counseling,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

Proposed activities meet the following National Objectives:

***1. Benefit LMI persons (Low-Mod Limited Clientele/Low-Mod Housing Activity):***

**90% of residents are below 50% AMI; housing developed will first serve these existing residents. 100% of additional housing units will be restricted as affordable rentals or homeownership properties for low-moderate income households.**

**Timeline and Key Tasks:**



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	Single Family Home Production, GC Site Pricing/Phasing Review
	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/Settling 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 \$45.61M. ECLT will use the \$5M requested in PRICE funding for the acquisition of new modular homes, voluntary buyouts for 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 (Other)
Congressionally Directed Spending Request	\$3,000,000	Other Federal



PRICE Grant	\$5,000,000	HUD Share - Federal
Philanthropic Capital Grants	\$1,840,000	Non-Federal (Other & Match)
ECLT Earned Revenue	\$564,781	Non-Federal (Other)
Colorado Division of Housing Grant	\$7,490,000	Non-Federal (State)
Colorado Division of Housing Down-Payment Assistance Grant	\$2,600,000	Non-Federal (State)
Colorado Department of Local Affairs Incentives Grant Program	\$800,000	Non-Federal (Match)
Colorado Division of Housing Operation Turnkey Loan	\$4,000,000	Non-Federal (Match)
USDA Infrastructure Grant	\$2,000,000	Other Federal
City of Durango Grant	\$1,070,000	Non-Federal (Local)
La Plata County Grant - Local	\$55,000	Non-Federal (Match)
La Plata County Grant	\$1,015,000	Likely Federal
Cash Flow from Rental Units	\$2,115,000	Non-Federal (Other)
<b>Total Sources</b>	<b>\$45,614,781</b>	
<b>Total Federal</b>	<b>\$11,015,000</b>	
<b>% of Funding from Federal Sources</b>	<b>24.15%</b>	

<b>Uses</b>	<b>Amount</b>
Acquisition	\$6,400,000
Demolition, Infrastructure, Site Work	\$6,500,000
Construction – All Other	\$10,000,000
Construction - Modular Boxes	\$16,500,000
Soft Costs, including contingency	\$3,800,000
Relocation Assistance	\$1,000,000
Consultants - Homebuyer Support	\$350,000
ECLT Developer Fee	\$500,000
Staff Time & Fringe	\$443,877
Travel	\$70,904
Legal & Due Diligence	\$50,000
<b>Total Uses</b>	<b>\$45,614,781</b>
<b>PRICE Grant Eligible Uses</b>	<b>\$17,850,000</b>
<b>Total Price Request</b>	<b>\$5,000,000</b>

**Projected Impacts:** Upon completion, our project will:

- Increase access to affordable housing by 38% in targeted communities.
- Enhance community resilience against natural hazards through improved infrastructure.
- Promote economic stability and wealth-building opportunities for residents.

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. The 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, numbers 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. The community land trust model reflects a similar structure to the mobile home park model: it utilizes a land ownership framework that ensures stability and security of tenure, rather than risking it. As an additional measure of affordability, the ECLT land lease fee is set at \$100 per month and can only be increased every three years by no more than 2% to align with inflation. These increments are not automatic, reflecting ECLT's commitment to maintaining stable fees. This fee fosters a relationship between homeowners and ECLT, serving as an early indicator for the staff to address financial issues before they escalate into mortgage delinquencies, thereby ensuring timely support and resources are available.

At the reimagined Westside/Triangle community, both for-sale and for-rent homes are governed by land leases that guarantee a minimum of 198 years of affordability. The resale formulas are

carefully structured to maintain affordability within the same Area Median Income (AMI) band as initially designated for each home.

The Westside and Triangle Mobile Home Parks are advantageously located just 1.2 miles from downtown Durango, Colorado, situated along Highway 160. This location in unincorporated La Plata County, although surrounded by city parcels, offers both connectivity and accessible community services to its residents. The parks are well-served by public transportation, with the Durango City Bus W160 line providing frequent service daily, ensuring residents can easily commute to and from key areas in the city.

Nearby community amenities enrich the living experience for residents. Just 2.2 miles away, the Durango Library and Botanic Gardens offer cultural and recreational activities, while multiple paved bike paths and trailheads within a one-mile radius promote an active lifestyle. Essential services are conveniently located, with a grocery store also within a mile. The highly regarded Mercy Hospital is just 7.7 miles to the east, providing accessible healthcare services.

For leisure and recreation, the Purgatory Ski Resort and Durango Hot Springs Resort are 28 miles north and 10 miles north, respectively, offering seasonal activities popular with locals and tourists. The Durango Airport, situated 16 miles southeast, facilitates regional and national connectivity.

The community is also supported by a range of dining, lodging, and educational facilities within walking or biking distance, enhancing convenience for residents. Employment opportunities are robust, with local businesses like the Coca Cola distribution center accessible via public transport, supporting the economic stability of park residents.

Also, the local nonprofit Campaneros hosts an after-school tutoring program on-site three days a week, providing valuable educational support to the community's children. This blend of accessibility, services, and community support makes the Westside and Triangle Mobile Home Parks not only a place of residence but a vibrant community hub, ideally suited for both current needs and future development.

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.

## *ii. Subfactor (b)(ii): 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 on 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, benefiting 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 maintains 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.

**Protections for Residents:** Our project includes robust tenant protections, such as:

- Advance notice of rent increases and leasing structures.
- Right to sublease and options for purchasing homes.
- Legal and housing counseling services to support residents.

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 multilingual 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 phased replacement proceeds, residents will receive fair market value compensation for their manufactured homes and can 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 provide compensation at that appraised value, or at the minimum compensation rates established in the 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.

**Access to Resources and Financing:** We will enhance access to resources for underserved communities by:

- Offering economic opportunities through training and employment initiatives.
- Partnering with local agencies to facilitate financing options for LMI individuals.
- Supporting integrated living with access to essential services like healthcare and transportation.

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.

**Economic Opportunities:** 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 because 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 the project's completion, contractors and subcontractors must 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 their 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 community's ongoing needs, including maintenance, landscaping, and common area repairs.

**Availability of Affordable Housing:** Through PRICE Replacement Pilot, we will ensure affordability by:

- Implementing long-term affordability covenants.
- Promoting homeownership opportunities and lot ownership among residents.
- Complying with state and local housing codes to sustain affordability for at least 15 years.

### *iii. Subfactor (b)(iii): Environment and Resilience*

The site is not in a floodplain but close 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 an 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.

**Hazard Mitigation:** We will mitigate risks from natural hazards by:

- Using climate-appropriate materials and resilient construction methods.
- Enhancing disaster preparedness and response plans tailored to each community.
- Collaborating with FEMA and local agencies to integrate hazard mitigation strategies.

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 low income, Latinx, and Indigenous residents of Westside/Triangle represent groups environmentally underserved and overburdened.

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. Our project will advance environmental justice by:

- Reducing exposure to environmental hazards in disadvantaged communities.
- Improving community resilience to climate impacts through sustainable development practices.
- Aligning with federal and local environmental regulations to ensure equity in environmental outcomes.

### ***iv. Subfactor (b)(iv): 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 overwhelmingly support the park's transition in cooperation with ECLT. ECLT and Westside Co-op have a formalized process for shared decision-making in the management and 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 improvements

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, and 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 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 project's success, and this outreach will continue throughout the redevelopment process.

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 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 accrue savings toward achieving 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 can 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 homeowners as ECLT purchases and removes trailers as the redevelopment progresses.

The project aligns with the La Plata County 3-Year Workforce Housing Development Strategy published in June of 2022 with an update provided in 2024. Specifically, the project contributes to the strategy’s goals around homeownership and rental development, as well as preservation as it both preserves affordability for current residents and creates additional units for both sale and rent. It also aligns well with the City of Durango’s 2024 Strategic Plan, which addresses housing innovation with the objective “Cultivate innovative housing solutions and partnerships to advance the development of a variety of housing options to support a multigenerational and mixed-income community by narrowing the gap between income levels and housing affordability.”

## Exhibit E: Capacity

**ELEVATION COMMUNITY LAND TRUST**

## 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 community land trust (CLT) model, a proven asset-building tool for lower income communities and communities of color at risk of displacement. Designed as a true public-private partnership, ECLT brings philanthropic capital alongside public subsidies 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, section 108 and local affordable housing loans and grants from thirteen different local jurisdictions. Use of funds included property acquisition, renovation, down payment assistance loans, down payment assistance grants, pre-development loans, homebuyer education programming, and homeowner counseling, and the sum total of funds expended exceeds \$30 million with no instance of an audit finding or other concern. The ECLT compliance team includes two Certified Public Accountants, two attorneys, a staff accountant, and a contracts coordinator, and that team supports project leaders and management with decades of experience in meeting obligations and requirements of Federal grants associated with housing development, construction, and homeownership. 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.

Stefka will serve as the primary project leader, managing relationships with the resident co-op, local governments, consultants SEH and Project Moxie, and for-profit and nonprofit project partners below. She will move the project forward and ensure key benchmarks are met, holding partners accountable through robust timelines and weekly project meetings, and will continue to maintain community residents' trust through authentic and regular engagement and accessibility.

**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 received the 2017 NYCEDC President's Award and was a two-time Graduate Milton Mann Prize Scholarship recipient.

Robin will be responsible for assembling a complex capital stack to ensure project success and will oversee a compliance team to manage grants, contracts, loans, and investments. With Stefka and Yvonne, she will secure permanent financing that meets the project's short- and long-term goals.

**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, regulatory compliance and affordable housing programs. 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.

Yvonne will ensure that residents are supported in their housing goals and that their interests are protected through strict adherence to Uniform Relocation Act requirements, ECLT policies and procedures, and state and local laws. She will oversee the alignment of the redevelopment work with the needs and goals of residents and will integrate adjacent program goals including early childhood education, climate resilience, and workforce development.

### **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 over 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.

David will liaise with project consultants, the general contractors, and local government officials to ensure the phased redevelopment exceeds building standards, meets contract requirements, and exceeds resident expectations. With Yvonne he will ensure excellent communication with residents and project partners.

### **Key Project Partners**

1. **Colorado's United States Senators** – advance funding requests on Capitol Hill and promote awareness of the affordable housing needs in Colorado, seeking to legislate solutions that facilitate project completion
2. **HomesFund** - interim purchaser of Triangle Trailer Park; provider of first-time homebuyer education
3. **Good Food Collective** - convener of Latinx Early Childhood Task Force; collaborator in supervision of community survey efforts; resident/community organizing
4. **Community Investment Alliance** - creation, funding, and supervision of Housing Fellow
- 5.
6. **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
7. **City of Durango** - annexing both parks and waiving many fees associated with annexation, entitlement, and permitting; future funding partner for redevelopment

8. **Colorado Division of Housing** - provided \$4million in low-cost capital for acquisition; future funding partner for redevelopment
9. **SEH, Inc.** - consultant for engineering, community-centered design, and site planning

ECLT is confident that its team of staff professionals and partners together provide the needed expertise, resources, and relationships necessary to successfully undertake and complete the project. ECLT mitigates potential staff and partner loss by implementing robust cross-training protocols, ensuring no staff member or partner holds all resources, relationships, or institutional knowledge. This culture is further strengthened by weekly project team meetings and semi-monthly community meetings.

### **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 ECLT 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 helped with new construction development and scattered site acquisition and rehab. Concurrent with acquiring the parks, ECLT worked with The Environmental Protection Agency's Brownfields Program to conduct a complete environmental review of Phase I and Phase II.

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

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.

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 with 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 must 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 multilingual 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

**ELEVATION COMMUNITY LAND TRUST**

## Exhibit F: Match or Leverage

The total project budget is \$45.61M, 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 sources of match have been fully committed; due to the project's phased nature, requests and commitments must be timed to match activities. The chart below identifies the status of each funding source to calculate 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	\$715,000	Non-Federal	FIRMLY COMMITTED
Philanthropic Capital Grants	\$1,125,000	Non-Federal	Pending
ECLT Earned Revenue	\$564,781	Non-Federal	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	FIRMLY COMMITTED
Colorado Division of Housing Operation Turnkey Loan	\$4,000,000	Non-Federal	FIRMLY COMMITTED
USDA Infrastructure Grant	\$2,000,000	Federal	Pending
City of Durango Grant	\$1,070,000	Non-Federal	Pending
La Plata County Grant	\$55,000	Non-Federal	FIRMLY COMMITTED
La Plata County Grant	\$1,015,000	Likely Federal	Pending
Cash Flow from Rental Units	\$2,115,000	Non-Federal	Pending Redevelopment
<b>Total Sources</b>	<b>\$45,614,781</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 received strong support from Senator Bennett and Senator Hickenlooper for this request, but the CDS process is long and uncertain. The request is 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 the 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 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, the conversion of the park's water source to City water, and additional water taps required for community infrastructure.

#### **Risks and Contingency Plans:**

- **Funding Shortfalls:** Should the full \$5M PRICE grant not be awarded, or other key funding sources fail to materialize, ECLT will seek additional philanthropic support and may adjust project phases and timelines accordingly.
- **Project Funding Risks:** Potential withdrawal of support from funders or changes in federal funding landscapes could impact the project's financial viability. ECLT plans to mitigate these risks by maintaining strong relationships with current funders and continuously engaging new potential funding sources.
- **Contingency Funding:** ECLT maintains a reserve fund and has access to lines of credit to manage cash flow effectively during funding gaps or delays.

# Exhibit G: Long-Term Effect

**ELEVATION COMMUNITY LAND TRUST**



## **Exhibit G: Long-Term Effect**

A redeveloped, reimagined Westside/Triangle will have impacts that reverberate across Durango and La Plata County, and 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, benefiting 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.

This will be a tool to stabilize the workforce in the area and impact the economy, the school system, and other community factors.

### **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, warranted the creation of a sanctioned campsite and strained local services. Also unprecedented is the pressure local businesses and large employers are experiencing due to labor shortage, created largely 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. The 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.

Elevation Community Land Trust (ECLT) is dedicated to transforming the Westside and Triangle Mobile Home Parks into a model of sustainable, affordable community ownership that addresses the pressing needs of low- and moderate-income (LMI) households in Durango, Colorado. Our proposal for the Preservation and Reinvestment Initiative for Community Enhancement (PRICE) seeks to establish long-term stability and affordability for the residents, while fostering community wealth-building and resilience.

### **Long-Term Affordability and Housing Stability**

**Retaining Affordable Housing Opportunities:** ECLT's redevelopment plan ensures that the 107 new homes—comprising both rental and for-sale units—remain affordable through the community land trust model. This model preserves affordability indefinitely through a 99-year renewable land lease that limits equity gains while ensuring that homes remain affordable for future generations.

This approach prevents displacement and ensures LMI households are not priced out of the community.

**Ensuring Long-term Affordability Without Federal Subsidies:** The project’s financial structure is designed to sustain affordability without reliance on future federal subsidies. The initial funding mix—combining PRICE funds with state grants, philanthropic contributions, and revenue from home sales—establishes a robust financial foundation. Ongoing affordability is maintained through low land lease fees and a model that caps annual increases, ensuring that lot rents and associated housing costs remain within the financial reach of LMI households.

**Promoting Stable Homeownership:** By replacing older mobile homes with durable, modular units on permanent foundations, ECLT ensures long-term housing quality and stability. Homeowners will benefit from ECLT’s stewardship, which provides for perpetual affordability and support with maintenance and repairs, enhancing the longevity and livability of homes.

### Community Support and Wealth Building

**Supporting Underserved Communities:** ECLT’s project targets underserved communities, particularly Latino and Native American residents who make up a significant portion of the parks’ demographics. Through the project, these communities receive direct support in transitioning from renters to homeowners, with financial counseling, down-payment assistance, and access to affordable financing options designed to facilitate homeownership.

**Advancing Housing Access and Justice:** The redevelopment plan includes features specifically tailored to the needs of vulnerable populations, such as in-home childcare units to support working families and accessible units for the elderly and disabled. By integrating these features, ECLT enhances housing justice and accessibility, empowering residents through improved living conditions and community support services.

**Building Long-term Wealth:** The community land trust model not only provides immediate housing relief but also facilitates long-term wealth accumulation for underserved populations. By securing homeownership within the financial reach of LMI households and locking in affordability, residents can invest in their properties and communities without the fear of displacement due to rising property values.

### Environmental Sustainability and Resilience

**Making Housing Sustainable and Resilient:** ECLT’s proposal includes substantial investments in infrastructure enhancements, such as upgrading to city water and sewer systems, and incorporating sustainable materials and building practices. These improvements increase the resilience of homes to natural disasters and reduce ongoing maintenance costs.

**Health and Environmental Safety:** The introduction of modern, code-compliant modular homes significantly reduces health risks associated with older mobile homes, which often contain hazardous materials like asbestos and lead. Additionally, the project's design includes green spaces

and pedestrian paths that promote a healthy lifestyle and mitigate environmental hazards such as pollution and heat islands.

In conclusion, ECLT's proposal for the PRICE grant will create a transformative impact on the Westside and Triangle communities, ensuring that affordable housing, community wealth-building, and sustainable living benefits endure well beyond the grant's period of performance. This project not only addresses immediate housing needs but also sets a precedent for long-term community development and resilience.

## **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

## **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.

### **Analyze Racial Composition**

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 make up 10.3% of the population.

In contrast, the Westside and Triangle Mobile Home Parks in Durango, Colorado, include 74 households and are home to over 350 individuals. The racial composition of these parks is predominantly Latinx (85%), with Native American (8%) and mixed-race (5%) residents. These communities are characterized by elevated levels of economic distress and vulnerability, particularly among immigrant families. These residents are integral to the local workforce and school system, and displacement would significantly impact the local economy and community stability.

### **Identification of Potential Barriers**

ECLT recognizes several key barriers impacting these communities, including resource allocation inequity, infrastructural disparities, and cultural barriers. To address these issues, we ensure the selection process for working with groups is equitable and inclusive, addressing the systemic issues that create these barriers.

#### **Economic Barriers:**

High levels of economic distress limit access to resources, healthcare, education, and stable housing. Economic vulnerability makes these communities more susceptible to displacement, which could destabilize the local economy and community.

#### **Social Barriers:**

Language barriers and cultural differences may hinder effective communication and integration within the broader community. Additionally, there may be a lack of representation and advocacy for the Latinx and Native American populations in local decision-making processes.

#### **Access to Services:**

Limited access to essential services such as healthcare, legal assistance, and social services can exacerbate the challenges faced by these communities. The mobile home parks lack infrastructure and amenities that are readily available in other parts of Durango.

### **Housing Stability:**

The threat of displacement due to economic pressure can create housing instability. Ensuring affordable and secure housing options is crucial for maintaining community stability.

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

At Westside and Triangle Mobile Home Parks, ECLT focuses on language justice, community leadership, and culturally appropriate education to reduce or eliminate barriers. Here are the steps taken:

#### **1) Language Justice:**

- All written communication is provided in both Spanish and English to ensure that language is not a barrier to accessing information.
- Simultaneous translation is offered at all online and in-person meetings to facilitate effective communication and participation.

#### **2) Community Leadership:**

- ECLT creates platforms for community members to actively participate in decision-making processes. By involving residents in these critical conversations, we ensure that their voices are heard, and their needs are met.
- This approach fosters a sense of ownership and collaboration, empowering residents to take an active role in shaping their community.

#### **3) Culturally Appropriate Financial Education:**

- Education programs are tailored to be culturally relevant and appropriate, meeting the specific needs of the community.
- These programs help bridge gaps in knowledge and skills, enabling residents to better navigate and access resources and opportunities.

## **Advancing Racial Equity - Tracking Progress and Evaluating Effectiveness**

### ***Efforts:***

#### **Staff Training**

ECLT's entire team at all levels must complete the Fair Housing 101 Training provided by the Colorado Civil Rights Division and 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.

### **Outcomes**

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.

### **Commitments to Cultural Equity**

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.

### **Data Tracking and Analysis**

- ECLT uses Salesforce's HomeKeeper app to track and analyze data on the racial and ethnic makeup of our homeowners.
- HomeKeeper, a HUD-approved Housing Counseling Management System, helps ensure data accuracy and usefulness, aiding in decision-making to improve equity.
- HomeKeeper provides comprehensive management tools for property information, grant and loan tracking, application management, transaction details, eligibility certification, owner monitoring, resale price formula tracking, and program evaluation reporting.

These strategies and tools enable ECLT to monitor progress, evaluate the effectiveness of our efforts, and ensure continuous improvement in advancing racial equity in our programs.

# Attachment B: Affirmative Marketing

**ELEVATION COMMUNITY LAND TRUST**

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. This includes Black and Brown communities, individuals with limited English proficiency, individuals with disabilities, and families with children. Our approach leverages 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. Their involvement ensures our efforts resonate with and reach the intended audiences.

### **Advertising to Local Renters**

ECLT communicates available opportunities to renters through direct mail, digital ads, and radio broadcasts in multiple languages, tailored to diverse audience demographics. This targeted approach ensures that information about our services reaches renters in defined geographic areas, including those who may not actively seek out such opportunities.

### **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.

### **Demonstrated Success**

Our approach has yielded tangible results. For example, ECLT's homeowners are 60% BIPOC, significantly higher than Colorado's general homeownership demographics. Our staff and leadership teams are also diverse, with 60% BIPOC representation. These outcomes reflect our commitment to diversity and equity in both service provision and organizational structure.

Through these comprehensive and adaptive strategies, ECLT ensures that our housing, services, and other benefits are marketed broadly throughout local and nearby areas, reaching and supporting the most underserved and underrepresented groups.

# Attachment C: Affirmatively Furthering Fair Housing

**ELEVATION COMMUNITY LAND TRUST**

## 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.

### Addressing Barriers to AFFH

In La Plata County, higher-income non-working households are displacing core workforce housing, exacerbating affordability issues. The influx of retirees and wealthy households, along with the conversion of housing units into seasonal and vacation use, has displaced working residents. This issue is particularly pressing in mobile home parks like Westside and Triangle Trailer Parks, which house predominantly Latinx, Native, and mixed-race communities, many of whom face additional challenges related to language barriers, immigration status, and financial insecurity.

### Meaningful Actions to Provide Opportunities

To combat these barriers, ECLT is implementing several meaningful actions specifically focused on transforming racially and ethnically concentrated areas of poverty into an area of opportunity:

1. **Education on Fair Housing:** Offering training sessions that delve into fair housing laws, patterns of segregation, and actionable strategies to combat housing discrimination. This education will empower residents with knowledge about their rights and resources available to them.
2. **Health and Safety Improvements:** Implementing immediate health and life safety improvements in Westside and Triangle Trailer Parks. This includes upgrading the water treatment and delivery system, repairing access roads, and addressing infrastructure issues to ensure safe, accessible, and healthy housing.
3. **Resident Engagement and Empowerment:** Collaborating with residents through the Westside Co-Op to ensure their voices are central in decision-making. This includes authentic and meaningful engagement in the design, amenities, and programming of the redevelopment.
4. **Financial Education and Support:** Providing place-based, culturally relevant financial education tailored to individual resident needs. This includes small group workshops and individualized housing counseling to prepare residents for homeownership and other housing goals.
5. **Tenant Equity Vehicle:** Creating a tenant equity vehicle to build savings for residents. An average of \$50/household/month will be escrowed by ECLT to assist residents in meeting their housing goals, such as down payments for homeownership.

### Promoting Integration and Reducing Segregation

ECLT's efforts promote integration and reduce segregation by stabilizing and redeveloping the Westside and Triangle communities the redevelopment plan includes:

1. **Phased Redevelopment with Zero Displacement:** Redeveloping the parcels in a phased manner using modular construction to minimize disruption and ensure zero displacement. The plan includes replacing old, unsafe units with newly constructed homes on permanent foundations.

**2. Increased Affordable Housing Stock:** Expanding the number of available affordable units through better land use, ensuring a mix of affordable rental and for-sale homes. This will create opportunities for a diverse range of income levels and household types. By creating affordable homeownership opportunities, ECLT can contribute to transforming racially or ethnically concentrated areas of poverty into areas of opportunity. Homeownership helps build financial stability and wealth, contributing to the economic revitalization of these areas.

**3. Community Design:** Designing new communities around community, efficiency, and sustainability, driven by input from residents. This includes common spaces and amenities that foster social integration and community cohesion.

### **Transforming Areas of Poverty into Areas of Opportunity**

The transformation of Westside and Triangle Trailer Parks will create a thriving community of opportunity. Key elements include:

**1. Resident-Driven Development:** Engaging residents in a community-centered, asset-based design process to ensure the redevelopment meets their needs and aspirations. This process involves multiple workshops, surveys, and a final design debrief session.

**2. Economic Empowerment:** Developing mortgage solutions for residents with legal residency but without social security numbers, ensuring access to affordable homeownership. ECLT is also exploring mechanisms for the Co-Op to control commercial and rental revenues, benefiting the community and keeping homeownership costs low.

**3. Sustainability and Resilience:** Incorporating sustainable design and construction methods to create energy-efficient homes. The redevelopment will include measures to mitigate wildfires and rockfall, ensuring long-term safety and resilience.

### **Compliance with Civil Rights Laws**

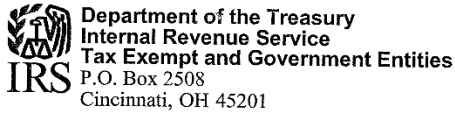
ECLT is committed to carrying out these activities in a manner that affirmatively furthers fair housing in compliance with the Fair Housing Act and its implementing regulations. We will ensure that all actions meet the requirements of AFFH as defined at 24 CFR 5.151 and maintain compliance with civil rights laws. Our approach prioritizes resident leadership, equity, and community wealth-building, demonstrating a replicable model for affordable homeownership that can be scaled across Colorado and beyond.

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

**ELEVATION COMMUNITY LAND TRUST**

25 Others – non-profit





ELEVATION COMMUNITY LAND TRUST  
 1114 W 7TH AVE SUITE 101  
 DENVER, CO 80404-4439

**Date:**  
 01/13/2021  
**Employer ID number:**  
 85-0671360  
**Person to contact:**  
 Name: Joan Kiser  
 ID number: 31217  
 Telephone: (877) 829-5500  
**Accounting period ending:**  
 December 31  
**Public charity status:**  
 170(b)(1)(A)(vi)  
**Form 990 / 990-EZ / 990-N required:**  
 Yes  
**Effective date of exemption:**  
 April 9, 2020  
**Contribution deductibility:**  
 Yes  
**Addendum applies:**  
 No  
**DLN:**  
 26053606004880

Dear Applicant:

We're pleased to tell you we determined you're exempt from federal income tax under Internal Revenue Code (IRC) Section 501(c)(3). Donors can deduct contributions they make to you under IRC Section 170. You're also qualified to receive tax deductible bequests, devises, transfers or gifts under Section 2055, 2106, or 2522. This letter could help resolve questions on your exempt status. Please keep it for your records.

Organizations exempt under IRC Section 501(c)(3) are further classified as either public charities or private foundations. We determined you're a public charity under the IRC Section listed at the top of this letter.

If we indicated at the top of this letter that you're required to file Form 990/990-EZ/990-N, our records show you're required to file an annual information return (Form 990 or Form 990-EZ) or electronic notice (Form 990-N, the e-Postcard). If you don't file a required return or notice for three consecutive years, your exempt status will be automatically revoked.

If we indicated at the top of this letter that an addendum applies, the enclosed addendum is an integral part of this letter.

*Last updated by Robin Hickey on Jan 17, 2024 at 05:50 PM*

ELEVATION COMMUNITY LAND TRUST



## ELEVATION COMMUNITY LAND TRUST

Unique Entity ID <b>QXW8SSNY9U14</b>	CAGE / NCAGE <b>8VZG5</b>	Purpose of Registration <b>Federal Assistance Awards Only</b>
Registration Status <b>Active Registration</b>	Expiration Date <b>Jan 16, 2025</b>	
Physical Address <b>1114 W 7TH AVE # 101 Denver, Colorado 80204-4439 United States</b>	Mailing Address <b>1114 W 7TH AVE STE 101 Denver, Colorado 80204-4439 United States</b>	

### Business Information

# Attachment E: Evidence of Partnership

**ELEVATION COMMUNITY LAND TRUST**



**Memorandum of Understanding (MOU) between The Good Food Collective, the  
Community Investment Alliance, and the Elevation Community Land Trust Regarding a  
Housing Fellowship Initiative at Westside and Triangle Parks  
September 2023-August 2024**

This Memorandum of Understanding (hereinafter referred to as the “MOU”) is between the Good Food Collective (hereinafter referred to as “The Collective”), the Community Investment Alliance (hereinafter referred to as “The Alliance”, and the Elevation Community Land Trust (hereinafter referred to as “ECLT”) to establish a collaborative partnership and outline the terms and responsibilities related to a housing fellowship sponsored by The Alliance.

**Purpose:**

The purpose of this MOU is to outline the collaboration between The Collective, The Alliance and ECLT to establish and support the position of Housing Fellow (the “Fellow”). The program aims to address the critical need for affordable housing in La Plata County by utilizing the resources, expertise, and networks of these three organizations, while building the capacity and infrastructure of The Collective.

**Program Details:**

a. Duration: The Fellowship Program will run from Sept 4, 2023- August 31, 2024

b. Focus/Area: The Community Investment Alliance has a bilingual Fellow interested in working on the Westside Redevelopment Project, a redevelopment initiative that will involve transforming Westside and Triangle Mobile home Parks so that residents may access homes on permanent foundations (hereinafter referred to as the “Project”). In partnership with the The Collective, we anticipate that the Fellow will have an interest and ability to do the following activities in support of the Project:

**1. Community Engagement:**

The Fellow will assist with community engagement under direction of The Collective and The Alliance staff which could include, but is not limited to, support for meetings, educational forums, household engagement as agreed to and based on the needs of the Project and park residents. A community engagement and education plan will be created in the first quarter of 2024 with implementation in quarters two and three 2024.

**2. Resident Support through Surveys and Creation of Housing Plans:**



The Fellow will help The Alliance, The Collective, and ECLT to develop a community housing survey to better understand the needs, wants and interests of current residents of Westside and Triangle Mobile Home Parks. The Fellow will help the The Alliance, The Collective, and ECLT to implement the survey and gather results. The survey will provide information regarding whether a household is not ready or not interested in homeownership. If this is the case, the Fellow will identify other housing stability services that may be needed. If the household wants to purchase, the Fellow can help with homeownership preparation.

ECLT will facilitate access to property management staff and will work with the co-op board of Westside Mobile Home Park as well to help facilitate how the Fellow engages residents in preparation for future housing. It is anticipated that the Fellow will meet with 20-25 households to pilot the survey on the east end of Westside Mobile Home Park. Data collected by the Fellow will be protected but information will be reported back to this partnership to inform plans for redevelopment of the park, potential price points needed for replacement units, and to identify mortgage products available or if a specific product needs to be created to serve the park. If this survey process is deemed successful by all parties, the Fellow can continue household intakes until all are completed.

**Responsibilities of The Alliance and The Collective:**

The Alliance and The Collective (hereinafter referred to as the “Durango Team”) will meet regularly to supervise the implementation of this initiative and provide on-demand support locally for the Fellow. The Durango Team will meet regularly with ECLT and other partners to share information, ask for feedback on implementation and coordinate execution of this joint work plan. The Durango Team is providing the Fellow’s time as in-kind (valued at \$30,000) for this effort.

**Responsibilities of ECLT**

ECLT will be available for regular check-ins to provide feedback and support to this effort, to help coordinate with property management, if needed, and the Westside Mobile Home Park co-op board. ECLT will pay for supervision of this project as detailed below.

**Funding:**

This fellowship position is funded but The Alliance and The Collective’s time supervising this work would be compensated by ECLT. The Alliance anticipates spending 10 hours a month on supervision at \$150 an hour. The Good Food Collective anticipates spending 8 hours a month at \$75.00 an hour. Total costs for supervision for this initiative would be \$16,500 for The Alliance and \$6600 for The Collective. Each entity will bill ECLT monthly for a flat supervision rate.

**Intellectual Property:**



Any intellectual property developed by Fellows during the Fellowship Program will be subject to the policies and agreements of The Alliance, The Collective and ECLT.

**Confidentiality:**

The Alliance, The Collective and ECLT shall treat any confidential information shared during this collaboration with the utmost confidentiality and will not disclose such information to any third party without prior written consent.

**Governing Law:**

This MOU shall be governed by and construed in accordance with the laws of La Plata County, Colorado.

**Termination:**

This MOU represents the understanding and agreement between The Collective, The Alliance and ECLT. It is intended to guide the collaboration and efforts of all parties in establishing a successful housing fellowship program. Any of the three parties may terminate this MOU with a 30-day written notice if significant issues arise that cannot be resolved through mutual cooperation.

**The Collective**

Rachel Landis, Executive Director

Date: 10/31/2023

**Community Investment Alliance**

Dr. Kathleen Van Voorhis

Dr.Kathleen Van Voorhis (Nov 2, 2023 08:11 MDT)

Kathleen Van Voorhis, Chief Executive Officer

Date: 11/02/2023

**Elevation Community Land Trust**

Stefka Fanchi (Oct 30, 2023 22:50 MDT)

Stefka Fanchi

Date: 10/30/2023

## SERVICES AGREEMENT

**THIS SERVICES AGREEMENT** (this "Agreement") dated November 1, 2023, is made between Elevation Community Land Trust, ("Client") and Project Moxie LLC, a Colorado Limited Liability Company ("Contractor", along with Client, the "Parties" and each a "Party"), for the service period of November 1, 2023 - October 31, 2024

In consideration of the terms and conditions of this Agreement, and other valuable consideration, the receipt of which is hereby acknowledged, the Parties agree as follows:

1. Scope of Work. Client hereby engages Contractor to perform the services ("Services") described in Schedule A, attached hereto, and made a part of this Agreement (the "Scope of Work").
2. Term. This Agreement will begin on the Commencement Date as stated in the Scope of Work and shall continue until the earlier of (a) completion of the Services, or (b) the Termination Date (if any) as stated in the Scope of Work (the "Term").
3. Payment. Client will pay Contractor the fees for Services shown in the Scope of Work. Client agrees to reimburse Contractor for certain expenses associated with the Services, as set forth in the Scope of Work. Unless otherwise provided in the Scope of Work, all fees and expenses are payable within thirty (30) days of Client's receipt of an invoice from Contractor. Any amounts not paid within forty-five (45) days after receipt of an invoice shall bear interest at the rate of 5% percent per annum. Client is responsible for all sales, use and excise taxes, and any other similar taxes, duties or charges imposed by any governmental entity on amounts payable by Client under this Agreement (excluding taxes imposed on Contractor's income, personnel or real or personal property).
4. Independent Contractor. Contractor is an independent contractor and not an employee of Client. Nothing in this Agreement creates any agency, partnership, joint venture, employment, or fiduciary relationship between the Parties.
5. Client Obligations. Client shall provide all cooperation and assistance Contractor reasonably requests to enable Contractor to exercise its rights or perform its obligations under this Agreement (including, without limitation, providing access to Client's facilities, systems, materials, or content, promptly providing consents, approvals and other communications, and payment of agreed upon expenses). In addition to the events of termination provided in Section 13 hereof, Contractor may terminate this Agreement upon ten (10) days' notice to client in the event Client fails to provide the cooperation and assistance described above, in Contractor's sole judgment. In such case Contractor shall be entitled to receive immediate payment of any accrued and unpaid fees and costs.
6. Intellectual Property Rights.

- (a) Definitions. For purposes of this Agreement, the following terms have the following meanings: (i) "Background Intellectual Property" means all Intellectual Property Rights that were developed by Contractor or on Contractor's behalf prior to performance of, or independent of, this Agreement, or that are generally applicable to or useable by any of Contractor's other customers or for its business in general regardless of when developed. (ii) "Deliverables" mean any documentation, intellectual property and other deliverables, as they may be amended, modified or added to from time to time, that Contractor agrees to deliver to Client as part of the Services. Notwithstanding any other provision herein, the Deliverables do not include Background Intellectual Property. (iii) "Intellectual Property Rights" concepts, ideas, recommendations, methods, methodologies, procedures, processes, know-how and techniques, templates, programs, trademarks and service marks, trade secrets, copyrights, inventions, discoveries, and all other intellectual property rights and improvements in the foregoing, in each case whether registered or unregistered and including all applications for, and renewals or extensions of, such rights, and all similar or equivalent rights or forms of protection in any part of the world.
- (b) Ownership of Deliverables. If Contractor produces any Deliverables for Client as part of the Services, Client will be the sole and exclusive owner of all right, title and interest in and to all Deliverables, including all Intellectual Property Rights therein. Contractor will and hereby does assign, transfer, and otherwise convey to Client, in perpetuity, throughout the United States, all right, title, and interest in and to such Deliverables. Any Deliverable prepared by Contractor pursuant to this Agreement which is eligible for United States copyright protection shall be a "work made for hire."
- (c) License of Background Intellectual Property. Contractor is and will remain the sole and exclusive owner of all Background Intellectual Property; provided, however, that for so long as Client is not in default under this Agreement, Contractor hereby grants to Client, a fully paid-up, royalty-free, non-exclusive, non-assignable, non-transferable license to use the Background Intellectual Property solely for its own internal use and to the extent necessary to allow Client to use the Deliverables and receive the benefit of the Services as contemplated herein.
7. Confidentiality. Occasionally during the Term, a Party (the "Disclosing Party") may disclose to the other Party (the "Receiving Party") non-public, proprietary, and confidential information of Disclosing Party including, without limitation, information about its business affairs, services, trade secrets and other sensitive or proprietary information (collectively, "Confidential Information"). Confidential Information shall not include information that: (a) is or becomes generally available to the public other than because of Receiving Party's breach of this Agreement; (b) is or becomes available to the Receiving Party on a non-confidential basis from a third-party source, provided that such third party was not prohibited from disclosing the Confidential Information; (d) was in Receiving Party's possession before Disclosing Party's disclosure; (e) was or is independently developed by Receiving Party using no Confidential Information; or (f) is required to be disclosed under applicable federal, state or local law, regulation or a valid

order issued by a court or governmental agency of competent jurisdiction. Except as provided for in this Agreement, the Receiving Party will not disclose Confidential Information to anyone other than its employees and agents who need to know in connection with this Agreement. Each Party will use the Confidential Information solely for the purposes in this Agreement unless another use is allowed by written permission of the Disclosing Party. Upon termination of this Agreement or upon request of the Disclosing Party, all Confidential Information, with any copies thereof, will be returned to the Disclosing Party or certified destroyed by the Receiving Party. In addition to all other remedies available at law, the Disclosing Party may seek equitable relief (including injunctive relief) against the Receiving Party to prevent the breach or threatened breach of this Section and to secure its enforcement. Client agrees that Contractor may publicize the fact that Client is a client of Contractor.

8. Limited Warranty. Contractor warrants it shall perform the Services in a professional and workmanlike manner. EXCEPT AS OTHERWISE SPECIFICALLY SET FORTH IN THIS SECTION 8, CONTRACTOR MAKES NO REPRESENTATIONS OR WARRANTIES, EXPRESS, IMPLIED, STATUTORY, OR OTHERWISE, AND CONTRACTOR DOES NOT GUARANTEE ANY RESULT OR THE EFFECTIVENESS OF THE SERVICES. ANY SERVICES AND WORK PRODUCT SOLD OR LICENSED ARE PROVIDED "AS IS," AND ANY IMPLIED WARRANTY, INCLUDING WITHOUT LIMITATION ANY IMPLIED WARRANTY OF MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE, OR NON-INFRINGEMENT IS DISCLAIMED. Further, the Services are not a substitute for legal or financial advice. Client should communicate with its own attorney, financial planner, or accountant if Client is in need of legal or financial advice. Client is fully responsible for determining whether to implement or use any advice, recommendations or guidance provided by Contractor in connection with the Services.
9. Limitations of Liability. CONTRACTOR IS NOT LIABLE TO CLIENT UNDER OR IN CONNECTION WITH THIS AGREEMENT OR ITS SUBJECT MATTER FOR ANY LOSS OF USE, REVENUE OR PROFIT OR FOR ANY CONSEQUENTIAL, INCIDENTAL, INDIRECT, EXEMPLARY, SPECIAL OR PUNITIVE DAMAGES WHETHER ARISING OUT OF BREACH OF CONTRACT, TORT (INCLUDING NEGLIGENCE) OR OTHERWISE, REGARDLESS OF WHETHER SUCH DAMAGE WAS FORESEEABLE AND WHETHER OR NOT CONTRACTOR HAS BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES AND NOTWITHSTANDING THE FAILURE OF ANY AGREED OR OTHER REMEDY OF ITS ESSENTIAL PURPOSE. IN NO EVENT WILL THE AGGREGATE LIABILITY OF CONTRACTOR ARISING OUT OF OR RELATED TO THIS AGREEMENT, UNDER ANY LEGAL OR EQUITABLE THEORY, INCLUDING, WITHOUT LIMITATION, BREACH OF CONTRACT, TORT (INCLUDING NEGLIGENCE), OR OTHERWISE, EXCEED THE AGGREGATE AMOUNT ACTUALLY PAID TO CONTRACTOR PURSUANT TO THIS AGREEMENT.
10. Non-Exclusivity. Contractor retains the right to perform the same or similar type of services for any third parties during the Term of this Agreement. Client reserves and



retains the right to hire additional independent contractors to perform similar work to Contractor.

11. Subcontracting. Contractor may subcontract the performance of any of its duties or obligations under this Agreement to any person; if Contractor (a) provides written notice to Client; and client approves subcontractor in writing. Subject to Sections 8 and 9 of this Agreement, Contractor will be responsible and liable for the acts and omissions of each of its subcontractors to the same extent as if such acts or omissions were by Contractor and shall be responsible for all fees and expenses payable to any subcontractor unless the Parties agree otherwise.

12. Indemnification.

- (a) Client shall indemnify, hold harmless, and defend Contractor and its managers, officers, employees, agents, successors, and assigns (each, a "Contractor Indemnitee") against any and all losses, damages, liabilities, claims, actions, judgments, settlements, costs or expenses of whatever kind, including professional fees and reasonable attorneys' fees (collectively, "Losses"), that are incurred by any Contractor Indemnitee, arising out of any third-party claim alleging: (i) a material breach of any representation, warranty, or covenant under this Agreement by Client; (ii) an allegation that Contractor's use of any materials provided by Client in compliance with this Agreement infringes an Intellectual Property Right under the laws of the United States; or (iii) any grossly negligent or more culpable act or omission of Client in connection with the performance of its obligations under this Agreement.
  - (b) Contractor shall indemnify, defend and hold harmless Client and its officers, managers, employees, agents, successors and assigns (each, a "Client Indemnitee") from and against any and all Losses incurred by any Client Indemnitee resulting from any third party claim (other than an affiliate of a Client Indemnitee) arising out of or relating to: (i) a material breach of any representation, warranty, or covenant under this Agreement by Contractor; or (ii) any grossly negligent or more culpable act or omission of Contractor in connection with the performance of its obligations under this Agreement.
13. Termination; Suspension. Either Party may terminate this Agreement, effective upon written notice to the other Party (the "Defaulting Party"), if the Defaulting Party (a) materially breaches this Agreement, and such breach is incapable of cure, or with respect to a material breach capable of cure, the Defaulting Party does not cure such breach within thirty (30) days after receipt of written notice of such breach; (b) becomes insolvent; (c) admits its inability to pay its debts generally as they become due; (d) becomes subject to any bankruptcy proceeding which is not promptly dismissed or vacated; (e) is dissolved or liquidated; (f) makes a general assignment for the benefit of creditors; or (g) has a receiver, trustee, custodian, or similar agent appointed by court order to take charge of or sell any material portion of its property or business. Notwithstanding the foregoing, Contractor may suspend any Services under this Agreement with immediate effect upon notice to Client, if Client fails to pay any amount

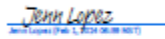
when due and such failure continues for ten (10) days.

14. Survival on Termination. The rights and obligations of the Parties in this Agreement which should survive termination or expiration of this Agreement (including, without limitation, Sections 3, 6-9, 12, 14 and 15), will survive any such termination or expiration of this Agreement.
15. Notices. Any notice or other communication under this Agreement must be in writing and will be deemed given (a) when delivered personally; (b) when sent by electronic communication (with confirmation of transmission); (c) three (3) business days after being sent by registered or certified mail, return receipt requested, postage prepaid; or (d) when received, if sent by a nationally recognized overnight courier, signature required. All notices shall be sent to the person or address set forth on the signature page of this Agreement (or to such other person or address as a Party may designate by written notice to the other pursuant to this Section).
16. Miscellaneous. This Agreement contains the entire Agreement between the Parties, and supersedes all prior agreements or representations, written or oral, with respect to the subject matter hereof. If any part of this Agreement is invalid or unenforceable in any jurisdiction, such invalidity or unenforceability does not affect any other term of this Agreement or invalidate or render unenforceable such term in any other jurisdiction. No amendment to this Agreement is effective unless it is in writing and signed by each Party. Notwithstanding anything in this Agreement to the contrary, no default, delay, or failure to perform on the part of either Party (except for any obligations to make payments to the other Party hereunder) shall be considered a breach of this Agreement if such default, delay, or failure to perform is shown to be due to causes beyond the reasonable control of the Party charged with the default, delay or failure. No waiver under this Agreement is effective unless it is in writing and signed by the Party waiving its right. No failure or delay in exercising any right, remedy, power, or privilege or in enforcing any condition, or any act, omission, or course of dealing between the Parties will be deemed a waiver or estoppel of any right, remedy or condition arising from this Agreement. This Agreement is entered into in the State of Colorado and is governed by Colorado law. Venue for all court actions will be in the City and County of Denver, Colorado. This Agreement may be signed in counterparts, each of which is deemed an original, but which together are deemed one and the same agreement. A signed copy of this Agreement delivered by e-mail will have the same legal effect as delivery of an original signed copy. If any suit or other action is brought to construe or enforce this Agreement, the prevailing Party will be awarded reasonable attorneys' fees and court costs, besides all other relief to which such Party will be entitled.

IN WITNESS WHEREOF, the Parties have caused this Agreement to be executed as of the date first set forth above by their respective officers thereunto duly authorized.

CONTRACTOR  
Project Moxie

CLIENT  
Elevation Community Land Trust

  
JENNIFER LOPEZ (FNU, L, 821 9036 807)

02/02

  
STEFKA FANCHI (DNU, R, 322 3813 887)

12/06

Jennifer Lopez, Principle

(Date)

Stefka Fanchi

(Date)

*Address for notice:*  
224 Hermosa Circle  
Durango, CO 81301

*Address for notice:*  
1114 W 7th Ave, Suite 101  
Denver, CO 80204

\*All contract amendments and notifications will be via email.

## SCOPE OF WORK

November 1, 2023 - October 31, 2024

Project Moxie & Elevation Community Land Trust

The following outlines a scope of work between Elevation Community Land Trust (ECLT) and Project Moxie. The following are estimates of work under specific activities but acknowledges that Project Moxie will need regular direction from ECLT on these various activities throughout the year.

### Services

#### **Mobile Home Park Infrastructure and Redevelopment**

Project Moxie can provide support for URA compliance; assist with research of potential funding sources, assist with the development of RFP's for third-party services, and assist with grants on an as-needed basis. Specifically, Project Moxie's staff will assist with grant writing support for a congressional appropriation in 2024 and will assist with state grants, like CDBG, on an as needed basis. Project Moxie requests a 30 day notice, if possible, on grant requests to ensure enough lead time for a successful application.

Project Moxie will host regular project management meetings and will assist with general project management tasks in Durango.

#### **Community Engagement**

If needed, Project Moxie can assist with community meetings; hosting funders or partners or other limited activities because of our location in Durango.

Each unique task will have a specific scope of work so that Project Moxie can engage subcontractors to assist, as needed. As specific tasks are defined, a more detailed scope will be developed with a not-to-exceed amount which will be sent via email and accepted via email between both parties.

### Fees

- Jenn Lopez, President: \$175.00/hr
- Project Managers: \$125.00/hr
- Procurement and grant support: \$100.00/hr
- Communications support: \$100.00/hr
- Project Coordination/Admin: \$75.00/hr

The total fees to be invoiced pursuant to this contract will not exceed \$50,000 without Client's prior written consent. Project Moxie will invoice the team monthly.

## Agreement for Professional Services

This Agreement is effective as of June 4, 2024, between Elevation Community Land Trust (Client) and Short Elliott Hendrickson Inc. (Consultant).

This Agreement authorizes and describes the scope, schedule, and payment conditions for Consultant's work on the Project described as: **Westside/Triangle Permanent Housing Conversion**

**Client's Authorized Representative:** Stefka Fanchi  
**Address:** 1114 W. 7th Ave. #101, Denver, Colorado 80204  
**Telephone:** 720.822.0895 **email:** sfanchi@elevationclt.org

**Project Manager:** Philip Rennhack  
**Address:** 934 Main Avenue, Unit C, Durango, Colorado 81301  
**Telephone:** 970.459.4317 **email:** prennhack@sehinc.com

**Scope:** The Basic Services to be provided by Consultant as set forth herein are provided subject to the attached General Conditions of the Agreement for Professional Services (General Conditions Rev. 05.15.22), which is incorporated by reference herein and subject to Exhibits attached to this Agreement.

See attached scope letter and fee proposal dated June 4, 2024.

**Schedule:** See attached scope letter and fee proposal dated June 4, 2024.

**Payment:** A retainer in the amount of \$15,000.00 will be paid in advance of Consultant starting work and will be applied to the final invoice(s).

The lump sum fee is \$187,805.00 including expenses and equipment.

The payment method, basis, frequency and other special conditions are set forth in attached Exhibit A-2.

This Agreement for Professional Services, attached General Conditions, Exhibits and any Attachments (collectively referred to as the "Agreement") supersedes all prior contemporaneous oral or written agreements and represents the entire understanding between Client and Consultant with respect to the services to be provided by Consultant hereunder. In the event of a conflict between the documents, this document and the attached General Conditions shall take precedence over all other Exhibits unless noted below under "Other Terms and Conditions". The Agreement for Professional Services and the General Conditions (including scope, schedule, fee and signatures) shall take precedence over attached Exhibits. This Agreement may not be amended except by written agreement signed by the authorized representatives of each party.

**Other Terms and Conditions:** Other or additional terms contrary to the General Conditions that apply solely to this project as specifically agreed to by signature of the Parties and set forth herein:

1. Section IV, Paragraph B.1. shall be revised as follows: *Consultant is not a user, generator, handler, operator, arranger, storer, transporter, or disposer of hazardous or toxic substances. Therefore the Client agrees to hold harmless, indemnify, and defend Consultant and Consultant's officers, directors, subconsultant(s), employees and agents from and against any and all claims; losses; damages; liability; and costs, including but not limited to costs of defense, arising out of or in any way connected with, the presence, discharge, release, or escape of hazardous or toxic substances, pollutants or contaminants of any kind at the site except to the extent that such claims, losses, damages, liability and costs arise due to the negligence of Consultant.*

2. Section IV, Paragraph C.1. shall be amended to add the following: *Consultant will maintain the following insurance coverages for the duration of the contract:*
- a. *Commercial general liability coverage in the amounts of \$1,195,000 per occurrence, \$2,000,000 general aggregate, \$1,000,000 products and completed operation aggregate, and \$50,000 any one fire,*
  - b. *Automobile liability in the amount of \$1,000,000 combined single limit,*
  - c. *Umbrella liability in the amount of \$10,000,000 per occurrence and \$10,000,000 aggregate,*
  - d. *Workers compensation and employer's liability coverage as required by Colorado law,*
  - e. *Crime insurance including employee dishonesty coverage in the amount of \$1,000,000 per occurrence and \$1,000,000 general aggregate,*
  - f. *Professional liability insurance with a minimum amount of 1,195,000 per occurrence and \$2,000,000 aggregate, and*
  - g. *Pollution liability insurance in the amount of \$1,000,000 with a maximum deductible of \$25,000, if the Project involves working directly or indirectly with pollution/environmental hazards.*
- Consultant will name Elevation Community Land Trust and ECLT Westside Commons LLC as certificate holder and named insured and provide a certificate of insurance to Client at Client's request.*

**Short Elliott Hendrickson Inc.**

**Elevation Community Land Trust**

By: Erica Olsen  
 Full Name: Erica Olsen  
 Title: Principal

By: sfanchi@elevationclt.org  
 Full Name: sfanchi@elevationclt.org  
 Title: President and CEO

## Attachment F: Match

**ELEVATION COMMUNITY LAND TRUST**

SEE ZIP FOLDER



# Attachment G: Application Certifications and Standard Forms

**ELEVATION COMMUNITY LAND TRUST**





**Appendix B.IV Community Development Financial, Institution, Cooperative, Manufactured Housing Community, Metropolitan Planning Organization (MPO), Non-Entitlement Units of General Local Government, and Non-Profit**

**PRICE CERTIFICATIONS FOR COMMUNITY DEVELOPMENT FINANCIAL INSTITUTION, COOPERATIVE, MANUFACTURED HOUSING COMMUNITY, METROPOLITAN PLANNING ORGANIZATION (MPO), NON-ENTITLEMENT UNITS OF GENERAL LOCAL GOVERNMENT, AND NON-PROFIT APPLICANTS**

In accordance with the applicable statutes and the regulations governing the consolidated plan regulations, the applicant certifies that:

**Affirmatively Further Fair Housing** -- It will affirmatively further fair housing.

**The Uniform Relocation and Real Property Acquisition Policies Act of 1970, as amended (URA), and Residential Anti-displacement and Relocation Assistance Plan (RARAP)** -- It will comply with the acquisition and relocation requirements of the URA (42 U.S.C. 4601-4655) and implementing regulations at 49 CFR part 24. It has in effect and is following a RARAP as required under 24 CFR part 42 in connection with any activity assisted with funding under either the Community Development Block Grant or HOME programs.

**Anti-Lobbying** --To the best of the applicant's knowledge and belief:

No Federal appropriated funds have been paid or will be paid, by or on behalf of it, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement;

1. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, it will complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions; and
2. It will require that the language of paragraph 1 and 2 of this anti-lobbying certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

**Authority of Applicant** – The submission of the PRICE application is authorized under State and local law (as applicable) and the applicant possesses the legal authority to carry out the programs for which it is seeking funding, in accordance with applicable HUD regulations.

**Section 3** -- It will comply with Section 3 of the Housing and Urban Development Act of 1968 (12 U.S.C. 1701u) and implementing regulations at 24 CFR part 75.

**Build America, Buy America (BABA)** – It will comply with Title IX, subpart A of the Infrastructure Investment and Jobs Act of 2021 (41 U.S.C. 8301 et seq.).

**Public Participation** -- It is in full compliance with the PRICE streamlined public participation requirements found in Section VI.E of the PRICE NOFO.

**Use of Funds** -- It has complied with the following criteria:

1. **Maximum Feasible Priority.** With respect to activities expected to be assisted with PRICE funds, it has developed its PRICE proposal to give maximum feasible priority to activities which benefit low- and moderate-income families or aid in the prevention or elimination of slums or blight. The PRICE proposal may also include PRICE-assisted activities which the grantee certifies are designed to meet other community development needs having particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community, and other financial resources are not available (see Optional PRICE Certification). **Overall Benefit.** PRICE funds shall principally benefit persons of low and moderate income in a manner that ensures that at least 70 percent of the amount is expended for activities that benefit such persons. **Special Assessments.** It will not attempt to recover any capital costs of public improvements assisted with PRICE funds by assessing any amount against properties owned and occupied by persons of low and moderate income, including any fee charged or assessment made as a condition of obtaining access to such public improvements. However, if PRICE funds are used to pay the proportion of a fee or assessment that relates to the capital costs of public improvements (assisted in part with PRICE funds) financed from other revenue sources, an assessment or charge may be made against the property with respect to the public improvements financed by a source other than PRICE funds. In addition, in the case of properties owned and occupied by moderate-income (not low-income) families, an assessment or charge may be made against the property for public improvements financed by a source other than PRICE funds if the jurisdiction certifies that it lacks PRICE funds to cover the assessment. **Excessive Force --** It has adopted and is enforcing, as applicable:
  1. A policy prohibiting the use of excessive force by law enforcement agencies within its jurisdiction against any individuals engaged in non-violent civil rights demonstrations; and
  2. A policy of enforcing applicable State and local laws against physically barring entrance to or exit from a facility or location which is the subject of such non-violent civil rights


demonstrations within its jurisdiction.

**Compliance with Anti-discrimination laws --** The grant will be conducted and administered in conformity with Title VI of the Civil Rights Act of 1964 (42 U.S.C. 2000d) and the Fair Housing Act (42 U.S.C. 3601-3619) and implementing regulations.

**Lead-Based Paint --** Its activities concerning lead-based paint will comply with the requirements of 24 CFR part 35, subparts A, B, J, K and R; and EPA's lead-based paint rules (e.g., Repair, Renovation and Painting; Pre-Renovation Education; and Lead Training and Certification (40 CFR part 745)).

**Compliance with RFRA--** The grant will be conducted and administered in conformity with the requirements of the Religious Freedom Restoration Act (42 U.S.C. 2000bb) and 24 CFR 5.109, allowing the full and fair participation of faith-based entities.

**Compliance with Laws --** It will comply with applicable laws.

 \_\_\_\_\_ Signature of Authorized Official

7/9/24 \_\_\_\_\_ Date

President + CEO \_\_\_\_\_ Title

Appendix B.VII Lobbying Certification for All Applicants

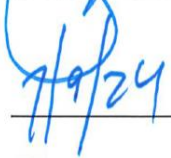
**LOBBYING CERTIFICATION FOR ALL APPLICANTS**


INSTRUCTIONS CONCERNING LOBBYING CERTIFICATION:

**Lobbying Certification**

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

  
\_\_\_\_\_  
Signature of Authorized Official

  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Title

# Attachment H: Summary of Comments Received

**ELEVATION COMMUNITY LAND TRUST**

Elevation Community Land Trust (ECLT) está aplicando para una beca PRICE de HUD para reurbanizar los Parques de Casas Móviles de Westside y Triangle en Durango en un CLT.  
¡Queremos su comentario!

**1****Revise la aplicación**[www.elevationclt.org](http://www.elevationclt.org)**2****Envíe sus comentarios a**[price@elevationclt.org](mailto:price@elevationclt.org)**3****Asista a la reunión de la comunidad**<https://forms.office.com/r/M4Lg4246pZ>

Escanea  
para  
registrarse

## REUNIÓN DE COMUNIDAD

**SÁBADO 6 DE JULIO, 2024**  
**1:30 DE LA TARDE**

**ASISTE EN PERSONA O EN LÍNEA**  
WESTSIDE COMMUNITY BUILDING, 21134  
HIGHWAY 160 #80, DURANGO, CO 81303

The following questions and comments were received at the 7/6/2024 community meeting:

1. Mayra Gallardo - was wondering how construction would work and who would get into new homes first- is this based on location of home or the number of years of residency in the community?
2. When do you anticipate that the homebuyer education forums will be available to the community?
3. Darcy Diaz- since PRICE is a federal grant would there be any issues with residents' legal status?

4. Darcy Diaz- Does ECLT anticipate any issues with home loan qualification with residents that are undocumented.
5. How does ELCT plan to avoid displacing residents while redevelopment occurs?
6. Question regarding construction start date and end date.
7. What kind of comments was ECLT looking for the PRICE grant?
8. In what capacity would PRICE grant help with redevelopment at Westside.
9. We support the submission of the PRICE application! - group consensus 11 attendees

No written comments were received.