Welcome!

A few logistics before we get started...

Audience will be muted throughout the session

Submit questions and comments through the chat box

This is being recorded and will be available after the event

Urban Land Institute

Upcoming Programs & Opportunities

From ULI Colorado

- **Feb 15:** Emerging Trends 2022

- **Feb 16:** Equitable Access to Capital: Real Estate Development by All, for All

- **Feb 23:** Celebrating Colorado Springs' 150th Anniversary: Past, Present, & Future of Colorado Springs Land Use

- **Feb 24:** DeTour: Expansion of the Colorado Convention Center

See upcoming local opportunities on ULI Colorado website here:
https://colorado.uli.org/events/

Check out past webinars, reports, and more on Knowledge Finder here:
https://knowledge.uli.org/

Urban Land Institute **Colorado**

ULI Colorado's 2022 Annual Sponsors

Summit

ETKIN JOHNSON REAL ESTATE PARTNERS

NORWOOD

Alpine

drcog — DENVER REGIONAL COUNCIL OF GOVERNMENTS

FULENWIDER — HISTORY LAND PEOPLE VISION

McWHINNEY

UDR

Montane

Bank of America

Brownstein

CONTINUUM

east west partners

ktgy Architecture+Planning

OAKWOOD HOMES — A Berkshire Hathaway Company

MILENDER WHITE

Trammell Crow Company

NEWMARK

URBAN VILLAGES

URBAN RENAISSANCE GROUP

NORRIS DESIGN — Planning | Landscape Architecture | Branding

OTTENJOHNSON ROBINSON NEFF + RAGONETTI PC

SAR+

SHAW CONSTRUCTION

Foothills

Ballard Spahr LLP

Brookfield Properties

CliftonLarsonAllen

CRESCENT.

Conscience Bay Company

Dig Studio

EPS

HDR

Gensler

Group 14 ENGINEERING

KAPLAN KIRSCH ROCKWELL

KEPHART community · planning · architecture

Land Title GUARANTEE COMPANY Since 1967

P.U.M.A.

Mortenson construction

NAI Affinity

RCLCO REAL ESTATE CONSULTING

SHOPWORKS architecture

PALISADE PARTNERS

URBAN VENTURES

STRAE TOMPKINS LEE

TRYBA ARCHITECTS

WSP

ZEPPELIN

zf CAPITAL

ULI Urban Land Institute Colorado

The Agenda for Today

Advocacy Training: How to Reduce Risk & Increase Success
for Affordable and Workforce Housing

- **3:15-3:20pm:** ULI Colorado welcome

- **3:20-3:40pm:** Keynote training by **Annmarie Jensen**, Founder and Executive Director of ECHO, on how to do successful community outreach and advocacy

- **3:40-4:30pm:** Panel featuring:
  - **Macon Cowles**, Founder, Boulder Housing Network
  - **Danica Powell**, Founder and Owner, Trestle Strategy Group
  - **Eric Budd** and **Chelsea Castellano**, Organizers, Bedrooms are for People
  - **Laura Sheinbaum**, Director of Real Estate Development, Boulder Housing Partners

- **4:30-5pm:** Q&A moderated by **Danica Powell**, Founder and Owner, Trestle Strategy Group

Urban Land Institute **Colorado**

ANNMARIE JENSEN
FOUNDER AND EXECUTIVE DIRECTOR
EAST COUNTY HOUSING OPPORTUNITY COALITION
(ECHO)

Urban Land Institute   Colorado

Advocacy Basics

- **Define the problem**, specific to this situation
  - Not "too many people in the country are homeless", but "over 400 children in one of the wealthiest school districts in Colorado - our school district - currently do not have a secure, safe, and stable home." If it's a well known problem may not need to do as much of this. Multiple ways to define the problem…Employers including local governments, school districts, local businesses struggling to attract employees because housing costs are too high.

- **Why does the problem matter?** – consequences of the problem (businesses shutting, kids failing, mental health issues)

- **Why does your solution solve or help solve the problem?** What kind of housing do we need – do you have data, does your project meet a portion of that need.

- **Why is your particular solution worthy of community acceptance over other alternatives?** Why is now the time? I only want for sale housing because those people are invested in the community, we are doing a comprehensive plan rewrite, and should wait.

ULI Urban Land **Colorado**
Institute

Define the problem

- Story telling as a way of defining the problem

- Humanizing, Compelling

- Tugs at the heartstrings

Urban Land Institute **Colorado**

Storytellers

"Home is community. Home is about our foundation: you've got to have stability. If you cannot have the security of knowing, from day to day, that you have somewhere you can go and feel safe, you can't do much. Let's care about each other."

Multi-generational, multi-ethnic

"I value privacy, I value my sleep, I value my health. Having a home of my own when I grow up would make me feel more secure, as well as at peace for any family of my own."

Stories of universal yearning

"For me, having access to owning a home is being able to be at ease knowing that I can afford it, that I can buy food for my children, have money to be able to buy medicines without losing sleep over it."

Urban Land Institute **Colorado**

Storytelling about solutions

- Here are some examples of similar situations where people did something to solve this problem, like what we are proposing. Here is how that community changed for the better.

- Let people speak for themselves, empower, and use different media to reach different audiences. Age is a huge factor in how you reach people.

- Identify messages, messengers and target audiences
  - Elected officials
  - Public
  - Allies
    - Faith Community
    - Advocacy Groups
    - Housing Providers
    - Others?

Families are compelling

Habitat for Humanity Tells Great Stories

- Sharnita applied to become a Habitat homeowner because she wanted to provide a better life for her children. "Having a home where my kids feel peaceful, loved and safe is the most important thing to me," says the mother of five and U.S. Air Force veteran.

- The future homeowner and her family live together in a small apartment. Space is at a premium, especially on family fun nights. "There are a lot of us," says Sharnita, who is a disabled veteran. "When we play board games or watch a movie, we're all stacked up on top of each other. Soon, we'll be able to spread out and enjoy our quality time together."

- The kids can't wait to explore their new home. The eldest, 13-year-old Demetrous, is on the football team and plans to practice his passing skills in the backyard. Sharnita looks forward to having peace of mind, knowing her children are growing up in a safe and stable neighborhood. "This home is a godsend," she says. "It's what we've been praying for."

Who is the Messenger?

- Storytellers need to be likeable. We are judgy people. Clothes, hair and appearance need to be appealing and similar to cultural norms. People like people who look like them.

- The deserving poor –
  - Domestic Violence Survivors – living in their cars and then finding a home
  - Senior citizens with high medical bills
  - Veterans
  - Homeless from:

- Death in the family

- Escaping violence

- Medical bills

Heart Strings Example

What do we know, besides a compelling story?

Data, numbers, need?

Urban Land Institute   Colorado

Who is the decision maker

- Planning Commission

- Public

- Elected Council/Board
  - Who do they listen to?
  - Inherently conflict averse
  - Who is the potential opposition? Can we have a conversation with the opposition to see what their concerns are and perhaps meet them? Even if we can't meet them, we should hear them out and try and address their concerns?
    - If we can't address their concerns, how do we neutralize the weight of the opposition?
  - Is data needed to define the problem?

Willoughby Corner: Case Study

View looking South: Apartments, Senior Living and Townhomes

Advisory Committee Created

- Many opponents on the advisory committee
- Listening sessions to hear their concerns
  - Traffic
  - Congestion
  - Attractiveness
  - High speeds on residential streets
  - Some red herrings
    - Crime
    - Not enough space in schools, etc.

Urban Land Institute **Colorado**

Willoughby Corner Addressed Concerns

- Early traffic study
- Rerouting away from certain neighborhoods
- Slightly diminished number of units
- Additional community amenities
- Ongoing attention to community outreach and conversation

ULI Urban Land Institute **Colorado**

Affinity groups for delivering messages to policy makers

- Faith Community
- Professional
- Demographic – Women's groups, NAACP, LGBTQ, etc
- Trusted Leaders – Former elected officials who are well loved
- Technical leaders – Scientists, academicians, think tanks
- Respected nonprofits – Habitat, YMCA, YWCA, T'GTHR, Bridge House

ULI Urban Land Institute **Colorado**

Does your solution solve the problem, or begin to do so?

Here is where data can come in:
- Renters are struggling, 50% are rent burdened. There are 5000 rent burdened families in our community.
- Our project will create 200 new rental units of various sizes.
- Our project will reduce rent burdened household by 4%

Urban Land Institute **Colorado**

The Magic Number Seven

- Studies have shown that people need to see a message at least seven times before it sinks in. A frequency of fewer than three messages is a waste of money. But a frequency beyond seven continues to have a cumulative benefit; diminishing returns doesn't set in for a good while.

- The more different times they hear the message from different messengers, the more likely to be successful. An advocacy group like ECHO can be your friend in helping repeat the message. But first you have to sell them. If they went away tomorrow would your life be harder. What are you doing to keep them in business?

- Timing – all this needs to start well before decisionmakers will make their decisions. Lastly in Colorado citizens can overturn decisions by ballot. So, don't ignore the public.

Urban Land Institute **Colorado**

Advocacy costs money

There is always a risk that you will not get a return on your investment. But if Willoughby Corner is a good example of advocacy done right, it is well worth your investment.

Short term advocacy also has long term impacts for your next project.
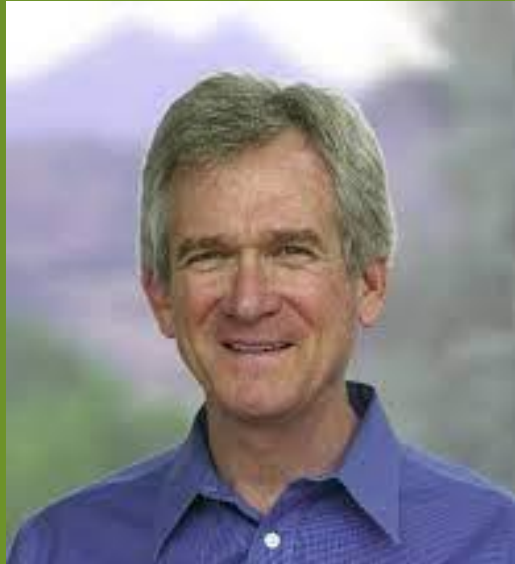
ULI Urban Land **Colorado**
Institute

MACON COWLES
FOUNDER
BOULDER HOUSING NETWORK

Urban Land Institute   Colorado

Advocacy Training: How to Reduce Risk & Increase Success for Affordable and Workforce Housing"

Danica Powell, Trestle Strategy Group

THINK OUTSIDE THE BOX

and breathe

Co-Creation

Laura

Pete

Danica

Bill
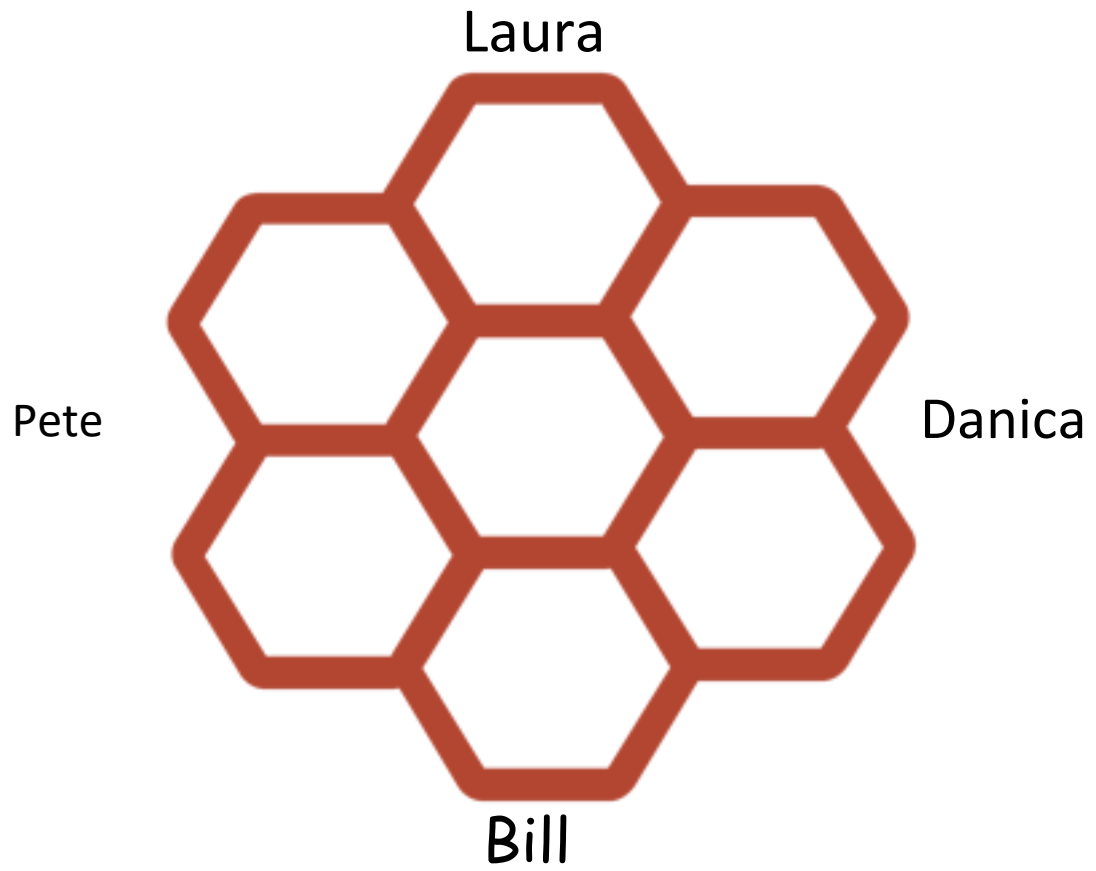
Engaging with Possibility

Starting the Conversation

Danica
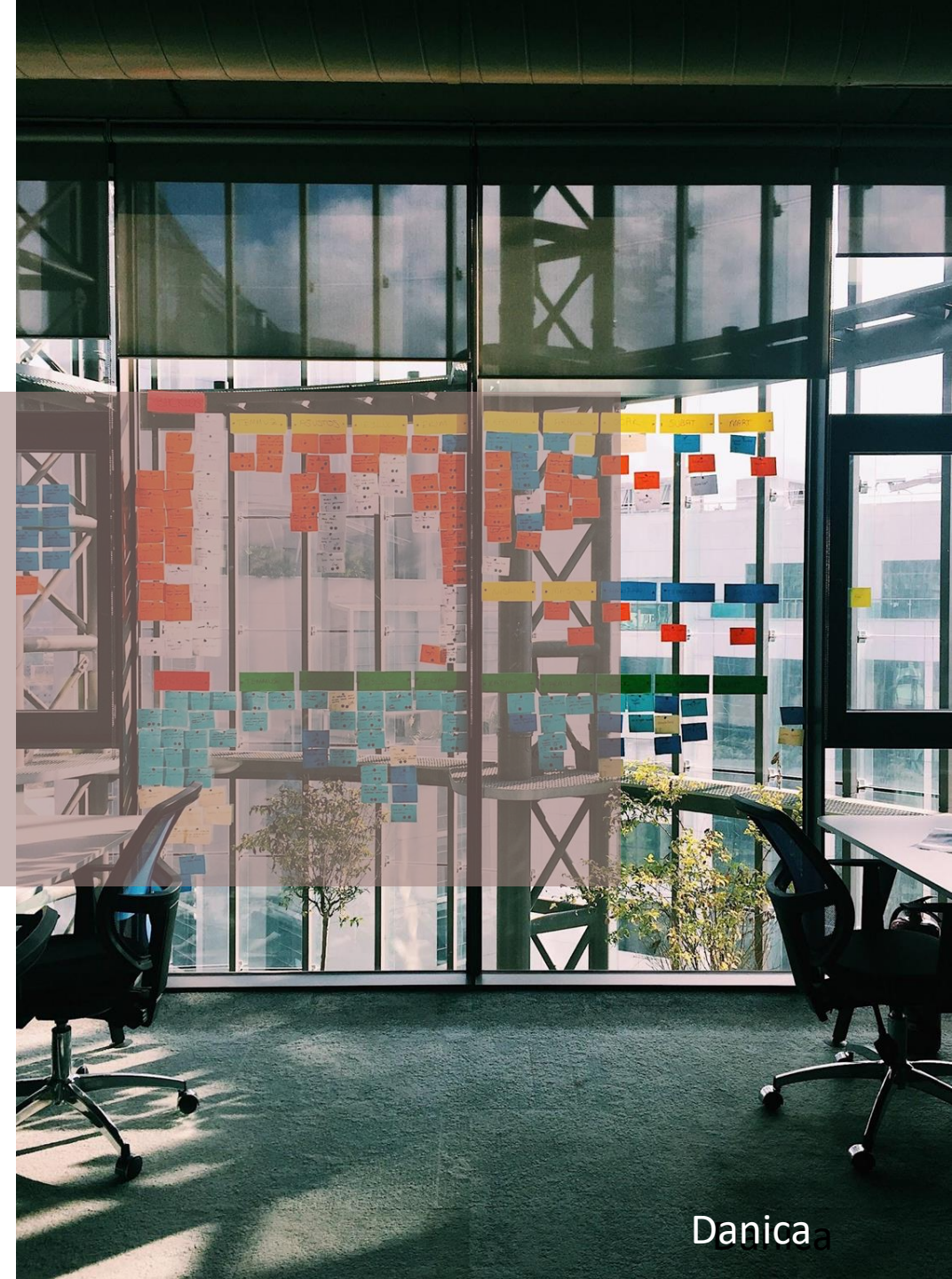
Ponderosa Community Stabilization

Boulder, Colorado

- Infrastructure replacement and permanently affordable, fixed foundation homes

- Focus on zero displacement

- Long haul community engagement resulting in residents empowerment

- Reliance on existing community bonds and sense of place

PATIENCE   PERSEVERANCE   FEAR & FAKE NEWS   CELEBRATION
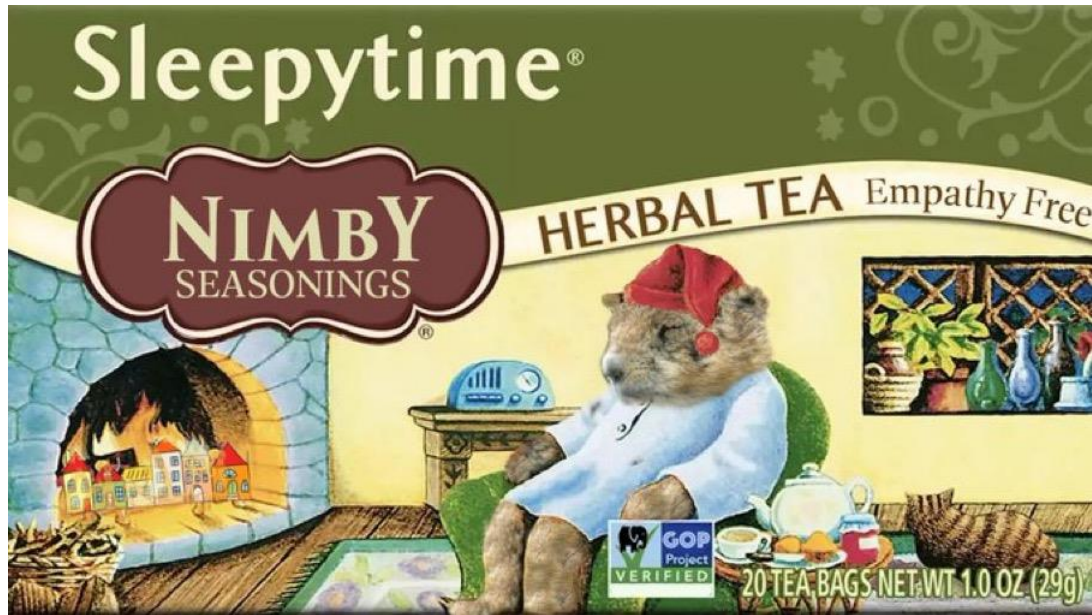
Spine Road Development

Boulder, Colorado

- Mixed-use, multi-family housing project with 230 residential units (25% permanently affordable)

- Community benefits serving the neighboring residents and the community at large

- Opportunity to knit the City together through multi-modal transportation

- Successful community engagement to empower new voices, neighbors and advocates.
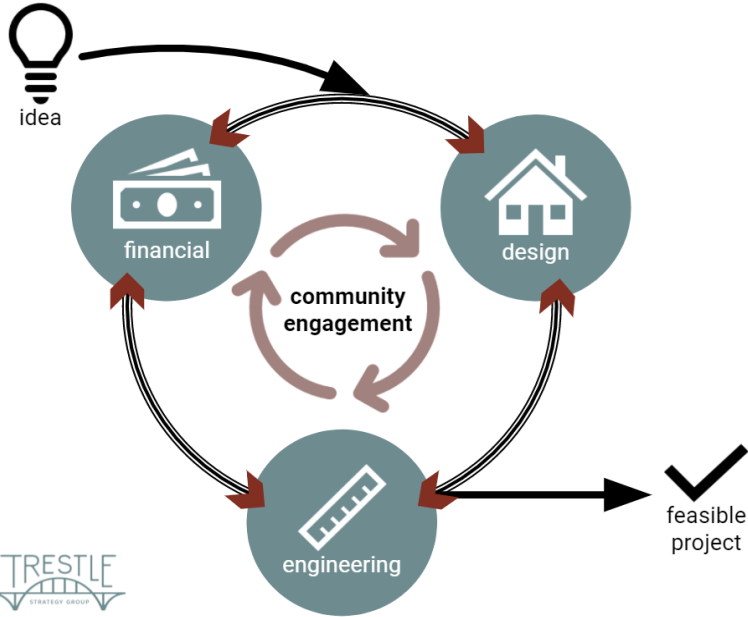
STRATEGY   COMPROMISE   FAKE NEWS   GRASS ROOT MOVEMENTS

Whetstone Community Housing

Gunnison County, Colorado

- Building an inclusive process with community, including neighbors and those impacted by housing

- Increase predictability and reduce risks to attract interest in development phase

DESIGN CHARRETTE   **YOUTH**   **NEIGHBOR**   **PROCESS COMMITTEE**   31

Whetstone Community Housing

Design Charrette:

30-35 community members & housing development experts from very different backgrounds

1. **Site Visit**

2. Presentation: Project **Parameters**

3. **Design Sessions**: Full Site Plan & Different Sections

4. **Programming** Session:
   - Amenities
   - Access & Roads
   - Architectural Character
   - Developer Forum

Photos: Eric Phillips

Youth Engagement Purposes

1. Engage school age kids in the **design** of the Whetstone Community Housing site plan

2. Gather **feedback** from them on what a good neighborhood is from their perspective

3. Collect **ideas** on what amenities youth would like to see at the Whetstone site

Implementation

- City As Play with **Freshman** class of Gunnison High School
- City As Play, modeling, virtual reality with **second graders** of Crested Butte Elementary School

Steps for 2nd Graders Engagement

1

Site Visit
Students visited the site with a hard hat and a clipboard to draw their ideas for the site.

2

Design
Students drew site plans as small groups prior to the project's team arrival at school.

3

Presenting and Grading
Small groups of students presented their ideas for the site, project team members were invited to grade them according to the teacher's criteria.

4

Building
Groups were invited to design their site plan with City As Play materials.

5

3D Modeling
Students will build 3D models of their site plan.

Second graders from CBCS share their opinions on the Whetstone housing development

Crested Butte Community School second grade students were asked to participate in providing ideas for the proposed Whetstone affordable housing project this fall. The students toured the site and came up with ideas and even sketch plans on how best to use the property. Here is a sampling of their ideas...
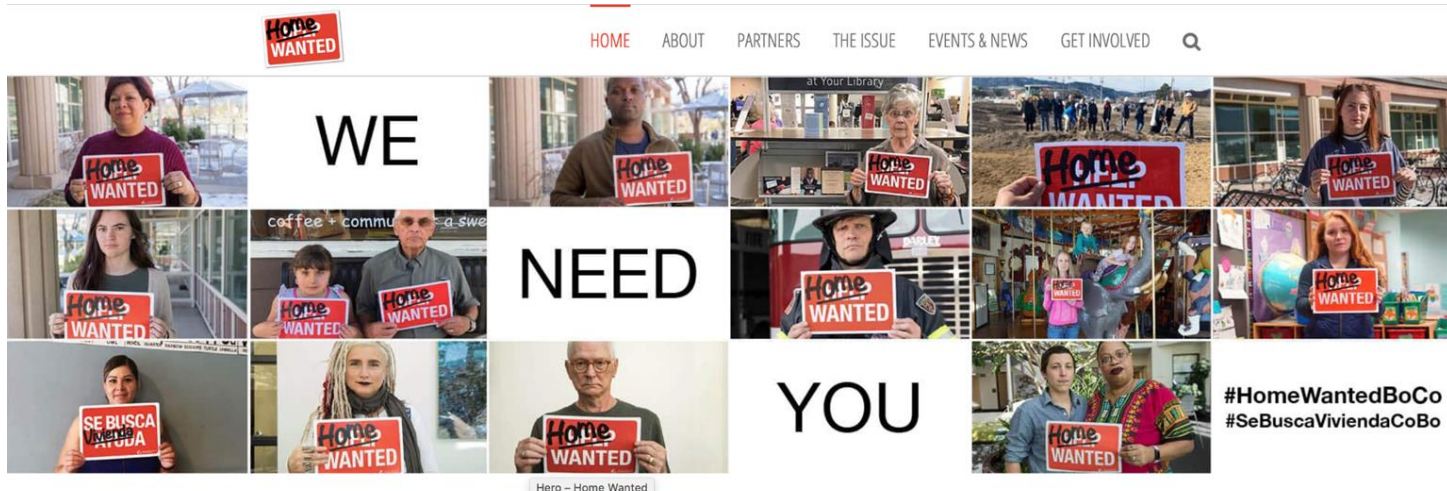
CONTINUED ON NEXT PAGE

Emma, Kinder, Ace, Asher

Home Wanted
Regional Housing Partnership

Boulder County, Colorado

- Regional Housing Strategy

- Nine jurisdictions partnering towards a shared goal of 12% affordable housing

- Collaborate to develop and preserve diverse housing options

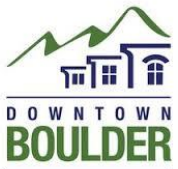- Partnership across diverse sectors of community

ART　　**PARTNER BUILDING**　　**STORYTELLING**　　**REGIONALISM**　　**DIVERSITY**
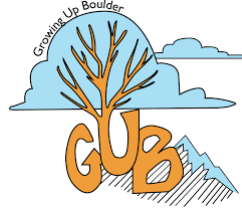
ARTS & CULTURE

BOULDER PUBLIC LIBRARY

CITY OF BOULDER OFFICE OF ARTS+CULTURE

LONGMONT MUSEUM
A Division of Community Services

MUSEUM OF BOULDER

YOUTH

5 Youth Advisory Boards

Growing Up Boulder GUB

Columbine Elementary School

MACKINTOSH ACADEMY BOULDER

WATERSHED SCHOOL

LATINX

Susie Mosqueda

VANESSA·BERNAL

TELEMUNDO DENVER

EL COMERCIO De Colorado

¡SUMA! LATINA

40 years 9HealthFair OWN YOUR HEALTH

HABLEMOS HOY con RODOLFO JOSÉ CÁRDENAS

BUSINESS COMMUNITY

DOWNTOWN BOULDER

Northwest Chamber Alliance

LCC THE LATINO CHAMBER OF COMMERCE OF BOULDER COUNTY

Boulder Chamber Leadership Fellows

SENIORS

Longmont Senior Citizens' Advisory Board

Boulder Older Adult Services

GOLDEN WEST
Senior Living in Boulder

FAITH & HOUSING ADVOCATES

TOGETHER COLORADO MEMBER OF FAITH IN ACTION

Micah Homes

Social Justice Ministry

COMMUNITY FOUNDATION BOULDER COUNTY
INSPIRING IDEAS. IGNITING ACTION.®

LHOT
Longmont Housing Opportunities Team

37

3. Build Capacity and Empower Community

DANKE!
THANK YOU!
MERCI!
GRAZIE!
GRACIAS!
DANK JE WEL!

. . . .

TRESTLE
STRATEGY GROUP

COBURN
ARCHITECTURE

Boulder
Housing
Partners

Bedrooms Are For People

Power of Community Organizing

BEDROOMS ARE FOR PEOPLE

Sign here to put FAIR HOUSING on the BOULDER BALLOT

VOTE YES ON 300
EXPAND ACCESS TO HOUSING
BEDROOMS ARE FOR PEOPLE

SIGN HERE for FAIR & AFFORDABLE HOUSING

SIGN HERE to make BOULDER MORE FAIR and AFFORDABLE

SIGN TO MAKE BOULDER MORE FAIR AND AFFORDABLE

THE DENVER POST

BOULDER

PUT ON THE BALLOT

From left, SarahDawn Haynes, Chelsea Castellano, Eric Budd, Kurt Nordback and his wife Krista represent Bedrooms Are For People. The campaign seeks to amend Boulder's city charter over the number of unrelated people allowed to share a home.
Photos by Hyoung Chang, The Denver Post

Battle over bedrooms

BUFFS DISAPPOINTED, STILL POSITIVE, 1C

Daily Camera
Boulder Fringe Festival returns, 1B
Trump admits blocking postal cash, 3A   Police seek help in homicide case, 1B
Friday, August 14, 2020 • $1.50 • dailycamera.com

Bedrooms campaign, city at odds
By Katie Langford
Staff Writer
A Boulder District Court Judge   Tangle of state, local laws hold up ballot initiative

Messaging and Branding

Lies and Fear Tactics

Social Media

Bedrooms Are For People
@BoulderBedrooms

Today, we're launching our 2021 campaign to reform Boulder's exclusionary housing laws by making it legal for at least 1 person to live in each bedroom of a home!

Join your #Boulder neighbors and use our 3-step guide to sign this online petition now!
bedroomsareforpeople.com/sign

7:26 AM · Feb 11, 2021 · Twitter for iPhone

53 **Retweets**   27 **Quote Tweets**   113 **Likes**

Social Media

nextdoor

Chelsea Castellano
Devil's Thumb - Rolling Hills • 31 Oct

Vote YES on 300 for Positive Change. You may or may not know this but since before 1970, it has been illegal in most of Boulder for more than three unrelated people to live together. It doesn't matter how big the house is, how old the residents are, or if the owner lives in the home. To illustrate, in most of Boulder it is illegal for four people to share a four-bedroom house if they aren't related. Every year thousands of "over-occupied" residents live in fear of eviction for the simple act of sharing housing. Measure 300 would expand access to housing by making it legal for unrelated people to live together based on the number of bedrooms in a home. This is not radical. This is a rational way to set limits for people to share housing.

Building Broad Coalitions

BOULDER LEADERS ENDORSE BEDROOMS ARE FOR PEOPLE

efaa — Emergency Family Assistance Association

OUT BOULDER COUNTY

SIERRA CLUB — S C — ENDORSED

Camera — DailyCamera.com

BOULDER CHAMBER

BOULDER COUNTY'S INDEPENDENT VOICE — WEEKLY

CO*WFP Working Families Party

TOGETHER COLORADO — BOULDER COUNTY INTERFAITH LEADERS CAUCUS

SURJ — SHOWING UP FOR RACIAL JUSTICE

350 BOULDER COUNTY

BOULDER AREA LABOR COUNCIL AFL-CIO

BOULDER PROGRESSIVES

BOULDER HOUSING COALITION

open boulder

UCW COLORADO

NEW ERA COLORADO

STUDENT GOVERNMENT — CU

Public Testimony

What Organizers Need

1) Project overview, basic details, and community benefits

2) Key Talking Points that address top concerns of decision makers

3) Give the key information so people can focus on telling their stories

Supporting Advocacy

Community Opposition to Housing First Development, Lee Hill Apartments, 2011-2014

Councilwoman: Consider moratorium on north Boulder buildings

Leaders express concerns about planned homeless housing project

By Heath Urie Camera Staff Writer
Posted: 10/04/2011 07:39:08 PM MDT
Updated: 10/05/2011 01:31:12 PM MDT

Boulder to debate 'Housing First' model for homeless

North Boulder residents plan show of solidarity against project

By Heath Urie Camera Staff Writer
Posted: 12/12/2011 06:49:47 PM MST
Updated: 12/12/2011 06:53:48 PM MST

Lynne Wegley: Support proposal to house the homeless in North Boulder

Posted: 03/15/2012 08:23:26 AM MDT
Updated: 03/15/2012 08:24:55 AM MDT

Boulder Housing Partners will hear purchase bid, but says Lee Hill is 'right site'

Director says she will hear neighbors' proposal to buy controversial site

By Heath Urie, Camera Staff Writer
Posted: 02/22/2012 02:59:21 PM MST
Updated: 02/22/2012 03:07:06 PM MST

Bid to house chronically homeless next door to Boulder shelter worries neighbors

Boulder Housing Partners proposes 31-unit housing project on Lee Hill Drive

By Mitchell Byars, Camera Staff Writer
Posted: 09/06/20...
Updated: 09/06/2...

Guest opinion: Don't concentrate the chronically homeless in one neighborhood

By Hugh Walton
Posted: 11/09/2011 01:00:00 AM MST

Boulder leaders get earful on homeless project

North Boulder residents show up in droves to oppose apartment building

By Heath Urie Camera Staff Writer
Posted: 03/20/2012 09:52:57 PM MDT
Updated: 03/20/2012 10:45:52 PM MDT

Boulder housing project for chronically homeless to have 24/7 security

Neighbors not convinced the measures will address their concerns about safety

By Mitchell Byars Camera Staff Writer
Posted: 02/17/2012 10:26:15 PM MST
Updated: 02/17/2012 10:28:05 PM MST

Jeff Hoffmeyer: Homeless housing -- Learn to love your neighbor

Posted: 03/05/2012 04:00:00 PM MST

Boulder council talks homelessness, affordable housing at retreat

Possible housing project in north Boulder at center of debate

By Heath Urie Camera Staff Writer
Posted: 01/21/2012 04:20:28 PM MST
Updated: 01/21/2012 04:23:16 PM MST

North Boulder Alliance Mission

The North Boulder Alliance is a community organization focused on issues of importance to our residents, workers, and businesses. **Our current focus is to mobilize all potential forces to pressure Boulder Housing Partners (BHP) and the Boulder City Council to move the proposed 1175 Lee Hill facility for the chronically homeless out of North Boulder.** By providing a collective voice, we will ensure that our families are safe and that our community continues to thrive.

North Boulder neighbors voice outrage over housing for homeless

By Mitchell Byars Camera Staff Writer
Posted: 09/29/2011 10:02:31 PM MDT
Updated: 09/29/2011 10:02:59 PM MDT

https://www.youtube.com/watch?v=HgTK4mxJnkM

1175 Lee Hill
Project Description

* 31, one-bedroom units
* Chronically homeless adults
* Partnership between
  * Boulder Housing Partners
  * The Boulder Shelter for the Homeless
* Part of Boulder County's 10-Year Plan
* Across from BHP Office and adjacent to the Shelter in North Boulder

Local Map

Initial Outreach Strategy

* Hire communications consultant
* Gather feedback from leaders
* Identify organizational spokespersons
* Garner support of allies
* Roll out neighborhood meeting and design, operations plan simultaneously

Neighborhood Reaction

* Many concerns were raised
* Some driven by fear
* Some driven by lack of control of process
* Formed the North Boulder Alliance

Assumptions and Biases

* Leaders represent the masses
* It's about the building
* Facts trump emotion
* Support of City, allies
* Communications versus public relations

Mid-Course Correction

* Put project on hold for 6 months
* Requested Council's support
* Hired PR firm
* Galvanized supporters
* Offered some control to neighbors
* Community meetings
* H.O.A. visits
* One-on-one meetings
* Reconstitution of the
* Statement of Operations
* Building design meetings

Lee Hill Lessons Learned

Be prepared for extra time and expense

Start early, years early if possible

Use small meetings, not one large one

Offer Some Control to Neighbors

Establish relationships with elected officials and offer ways for them to support

Have legal counsel and use Fair Housing Laws as needed

Mt. Calvary Senior Housing Development Community Engagement, 2016-2022

Boulder Housing Partners
Providing Homes, Creating Community, Changing Lives

Project Background and History 2016-2017

- Property jointly purchased by BHP & Frasier Meadows

- BVCP Land Use Change

- Rezoning to RM-2

- Initial site planning process

- Planning 'paused' due to neighborhood impacts & complexity
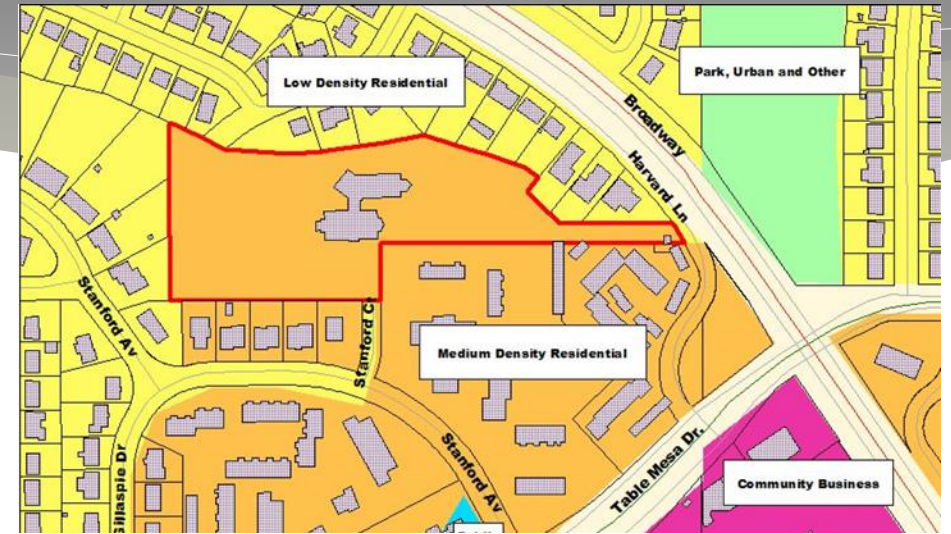
Project Background and History 2019-2020

- Property owned by BHP
- Church moved out

- BVCP Land Use Change Enacted

- Re-started the planning process after the pause

- Able to keep the Child Care Facility as part of the project.

- Pause was critical and demonstrated our willingness to listen to the neighbors
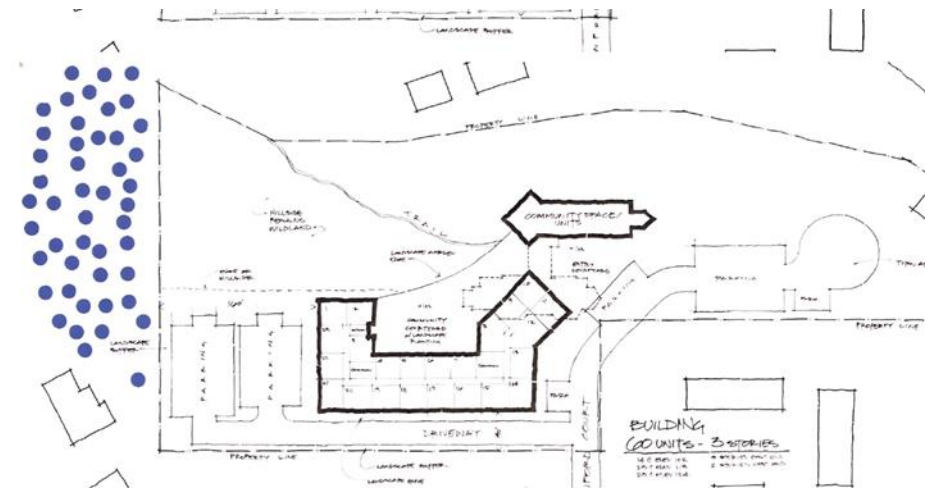
Mt. Calvary Community Engagement

- Smaller community Open Houses

- Design workshops with a design advisory committee

- Online engagement—survey, video

- High-level of participation

- Variety of stakeholders involved—neighbors, future residents, current residents, children of future residents

- Long timeline….2016-2021 for Final Site Review Approval
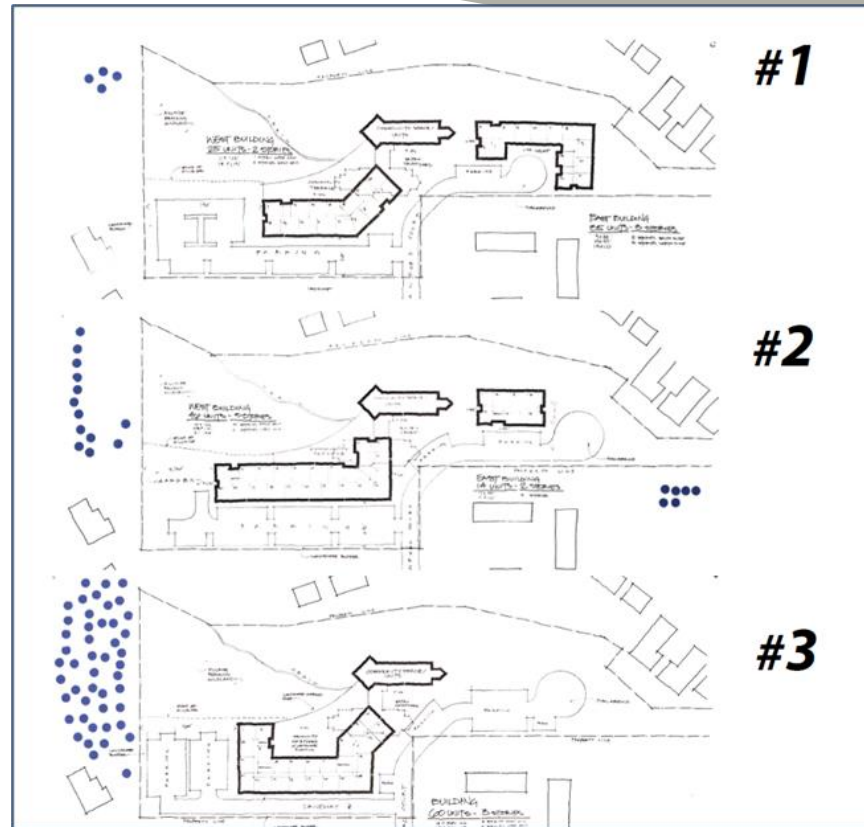
Mount Calvary Senior Housing Design Survey

Where We Are Today

The design team has moved forward with the site plan and building design for the future affordable senior housing based on Scheme #3.

The video below will walk you through three conceptual building layouts based on Scheme #3. Please watch the entire video before moving on to the next set of questions.

6. Based upon the three design schemes presented in the video, please rank them from your favorite to least favorite.

|		Scheme A
		Scheme B
		Scheme C

Community Engagement During Covid

* In Person meetings moved to Online Survey
* 94 Responses
    * 27% Interested in living in Senior Housing
    * 71% had not attended the design workshop
* More response than we ever had for in person meetings
* Better quality of response
* Provided opportunity for email and phone responses
* Robust email outreach, notices on BHP's FaceBook page and Twitter notifications
* Utilized Housing Network Outreach for Public Participation at Planning Board

Mount Calvary Senior Housing Design Survey

Q1 What is your age?

Answered: 92   Skipped: 2
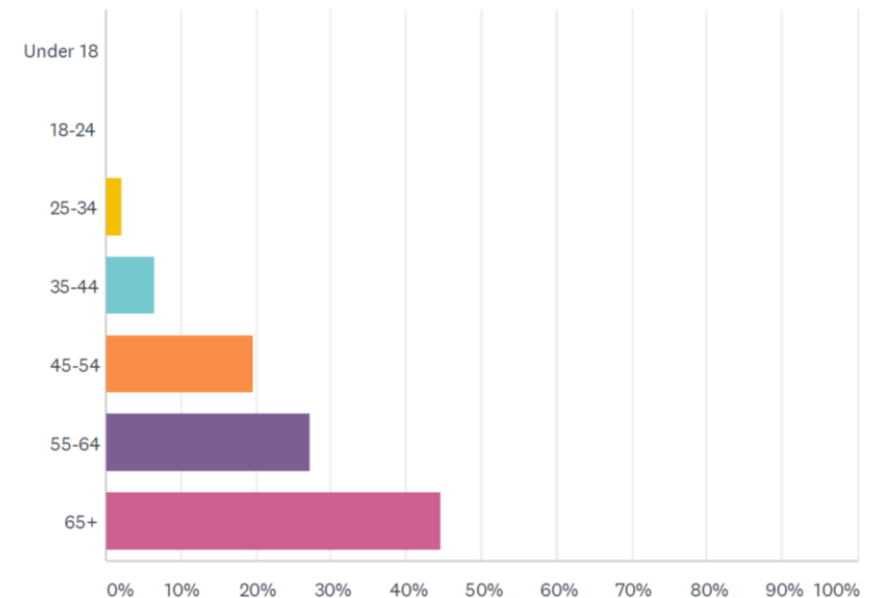
Mt. Calvary Community Engagement
What Worked Well

* Time worked to our advantage

* Small frequent meetings

* Engaged with community leaders early

* Partnered with the City Staff

* We listened and made changes that helped satisfy the neighborhood

  * Maintained the hillside as wild

  * Maintain views and build into the hillside

  * Provide generous setbacks

  * Save the sanctuary

  * Kept the child care facility

  * Increased density from 45 to 60 Units

* No opposition at Planning Board

* No City Council Call Up

Q&A

Moderated by Danica Powell, Founder and Owner, Trestle Strategy Group

Co-Chair of the Boulder Committee

Urban Land Institute Colorado