



# MANITOU SPRINGS HOUSING ADVISORY BOARD REGULAR MEETING AGENDA

This meeting will be held virtually only.  
Remote via Zoom.

A link is provided on the City's Official Website at  
<https://www.manitouspringsgov.com/544/All-Boards-and-Commissions>



September 8, 2025

5:30 PM

- A. CALL TO ORDER**
- B. PUBLIC COMMENT ON NON-AGENDA ITEMS**
- C. APPROVAL OF MINUTES**
  - 1. July 16, 2025
- D. NEW BUSINESS**
  - 1. Accessory Dwelling Units
    - a. Discussion of ADU comment letter and HAB attendance at the Planning Commission meeting (September 10, 2025)
    - b. Strategies to encourage or require affordable housing in ADUs
    - c. Community education and outreach on ADUs
  - 2. HAB Budget Presentation
    - a. Preparation for City Council presentation (October 28, 2025)
    - b. Review and discussion of draft presentation slides
  - 3. Housing Colorado Conference
    - a. Discuss priority presentation
- E. OLD BUSINESS**
- F. REPORTS**
- G. ADJOURNMENT**

**Board Members:**

Alison Gerbig, Chair (06/30/2029)  
Alea German, Vice Chair (06/30/2028)  
Anna Rebecca Allen (06/30/2028)  
T. Glenn Bosley-Mitchell (06/30/2028)  
Crystal Karr (06/30/2027)  
Amy Mogck (06/30/2027)  
Michael Quintana (06/30/2027)  
Nathan Nassif, Alternate (06/30/2029)

**Staff and Liaisons:**

Nancy Fortuin, City Council Liaison  
Fred Rollenhagen, Planning Director  
Chelsea Royston, Senior Planner  
Erin Ringsred, Planner and Landscape Architect II  
Zachary Davison, Planner II

*2 alternate positions available*

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Interested citizens are invited to serve on any of the City's Boards or Commissions. Please contact the City Clerk's Office for more information or visit our website at: [www.manitouspringsgov.com](http://www.manitouspringsgov.com).



**MANITOU SPRINGS  
HOUSING ADVISORY BOARD**  
Regular Meeting Minutes  
Hybrid Meeting via Zoom and at Memorial Hall  
July 16, 2025



**A. CALL TO ORDER**

Vice Chair German called the meeting to order at 5:36 PM and took a moment to honor the recent loss experienced by the board chair, to honor the community spirit and caring nature.

**BOARD MEMBERS PRESENT FOR ROLL CALL:**

Vice Chair Alea German  
Board Member Crystal Karr  
Board Member Amy Mogck  
Board Member Michael Quintana  
Alternate Board Member Nathan Nassif

**BOARD MEMBERS ABSENT FOR ROLL CALL:**

Chair Alison Gerbig  
Board Member Anna Rebecca Allen  
Board Member T. Glenn Bosley-Mitchell

**STAFF PRESENT:**

Planning Director Fred Rollenhagen

**GUESTS:**

Council Liaison Nancy Fortuin

**B. PUBLIC COMMENT ON NON-AGENDA ITEMS**

There was no public comment.

**C. APPROVAL OF MINUTES**

It was noted by staff that the minutes for the June meeting were not available in the meeting packet. No minutes were discussed.

## **D. NEW BUSINESS**

### 1. Code Revisions - ADUs

The board discussed ADUs in reference to the working document provided by the Planning Department titled Code Revision Work Session Pt. III. Members were encouraged to ask questions or comment on the topic. It was determined that staff would meet with the City Planning Commission again to discuss the working document and HAB members were encouraged to attend as well.

Board Member Mogck provided research on assigned efforts related to elderly and affordable housing with regard to ADU structures in other cities.

## **E. OLD BUSINESS**

No old business was discussed.

## **F. REPORTS**

Council Liaison Fortuin shared that the City Council adopted an emergency ADU ordinance during the July 15, 2025, City Council meeting. Additionally, she noted that due to city budget cuts, the HAB's Energy Efficiency Program had to be cut.

## **G. ADJOURNMENT**

With no further business to discuss, Vice Chair German adjourned the meeting at 7:10 PM.

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## Manitou Springs Housing Advisory Board

Manitou Springs City Council  
c/o Manitou Springs Planning Dept  
606 Manitou Ave  
Manitou Springs, CO 80829

RE: Accessory Dwelling Unit Ordinance

Like many other communities across the nation, Manitou Springs (Manitou) has a housing affordability crisis. This issue is further complicated by limited development opportunities given geographic/environmental constraints, zoning code restrictions, along with a perception that an increase in new builds would jeopardize the neighborhood “character and charm”. As a result, Manitou has had very few new single family or multifamily properties built over the past decade.

Colorado’s House Bill 1152 (HB 1152) was signed into law to address housing affordability issues by requiring municipalities that meet certain criteria to allow accessory dwelling units (ADUs) by right in any zone district that allows single detached dwelling units. While Manitou’s zoning code currently allows ADUs, it applies stricter standards than are allowable under HB 1152. HB 1152 firmly aligns to the Manitou Springs Housing Advisory Board’s (HAB’s) charter and mission which is designed to support, inform, and encourage diverse and affordable housing options within Manitou. While we recognize that there is no silver bullet to solve such a complex problem, ADUs contribute to a diversified suite of solutions and may be particularly helpful for seniors who desire to age in place, workers who desire to live where they work, and residents who desire to see their neighborhoods remain socio-economically diverse; i.e., limit gentrification.

The HAB appreciates and supports the Planning Department’s effort to develop an ordinance that meets the requirements of HB 1152 while balancing the needs of our community. The HAB has the following specific comments on the draft ordinance.

- The HAB strongly supports encouraging affordability for newly developed ADUs.
- The HAB strongly supports prohibiting new ADUs from being used as short-term rentals. Allowing ADUs as short-term rentals is contrary to the motivation to allow them by-right. While there are no openings for new short-term rental licensing applications under current regulations, this ordinance could change in the future.
- The HAB supports applying the existing development standards for the zoning district to ADUs.

- Consider revising the size requirements to accommodate larger and smaller ADUs. The HAB suggests allowing for the maximum ADU size to scale with that of the principle unit. The following suggested revised language also accommodates efficient small ADU designs leveraging habitability codes to regulate the minimum size allowable per occupant.
  - *“Accessory dwelling units shall be no more than the greater of 750 square feet or 50% of the principle unit in habitable space”*
- Clarify the parking requirements for ADUs in the code. HB 1152 limits the conditions under which off-street may be required for a new ADU. The HAB suggests adding code language to clarify the parking requirements.
- Clarify how the setback requirements apply to conversions of non-conforming existing structures to ADUs. The HAB suggests that the setback requirements do not apply in these instances.
- HAB strongly encourages that appropriate monitoring and compliance processes are in place so ADUs are used as they are intended.
- HAB strongly encourages that the City Planning Commission and City Planning Department have strong vetting procedures in place to ensure that Corporate Developers (and similar) cannot negatively take advantage of HB 1152.
- HAB strongly encourages an effective public education campaign that provides clarity around the new ADU requirements and various “what if” scenarios to ensure that any potential concerns or resentments are fully understood or mitigated.

The HAB appreciates the opportunity to provide these comments and welcomes questions and conversations.

Sincerely,

Alea German, Vice-Chair  
On behalf of the Manitou Springs Housing Advisory Board

# Housing Advisory Board

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## Vision Statement:

*Residents of all ages, abilities, and means have access to safe, affordable, and quality housing in a livable neighborhood.*

## Members:

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**Alison Gerbig (Chair)**

**Alea German (Vice Chair)**

**Michael Quintana**

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**Amy Mogck**

**Crystal Karr**

**Rebecca Allen**

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**Glenn Bosley-Mitchell**

**Nathan Nassif (Alternate)**

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# Housing Advisory Board 2025 Goals & *Accomplishments*

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1. Improve the City's Energy-Efficiency Rebate Program by making it more visible and accessible online
  - *Advertised the program through Pikes Peak Bulletin articles.*
2. Acquire information about initiatives to pursue related to Prop 123
  - *Board conducted research to educate the board.*
  - *Attended October Housing Colorado Conference.*
3. Participate in Plan Manitou 2.0
  - *Reviewed and commented on housing-related goals and recommendations.*

# Housing Advisory Board 2025 Goals & Accomplishments

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4. Invite developers with affordable housing experience to present to HAB their insights/experience
  - *Presentation on the Launchpad youth housing project in Colorado Springs.*
5. Obtain information from El Paso County on opportunities to offset affordable housing costs
  - *Hosted presentations on affordable housing funding mechanisms by the EPC Department of Economic Development.*
6. Develop a list of questions to deliver to developers asking about barriers to building affordable housing
  - **?**

# Housing Advisory Board 2025 Goals & Accomplishments, Continued

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7. Explore funding sources for a housing needs survey
  - *Colorado Springs leading regional housing needs survey.*
8. Identify affordable housing development opportunities in the City to advocate
  - *Met with Paragon Realty regarding the La Fun property and wrote letters of support.*

# Housing Advisory Board 2026 Goals

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1. Support implementation of ADU ordinance through community education and support of affordable ADU strategies.
2. Continue to pursue Prop 123 opportunities through education and establishing relationships with developers and funding organizations, with a focus on the La Fun property.
3. Review and interpret results from the housing needs assessment.



# Housing Advisory Board 2026 Budget Request



Proposed Budget	Source of Funding
\$3,000 – Commissioner education/training	General Fund
\$3,000 – Event/education materials	General Fund

Below is our 2025 budget request for reference

Proposed Budget	Source of Funding
\$5,000 – Commissioner education/training	General Fund
\$10,000 – Energy Efficiency Program	General Fund
\$3,100 – Event/education materials	General Fund

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# Event Agenda

Housing Colorado Conference 2025

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## Wednesday, October 15, 2025

### The Basics of Rental Finance

10:45 AM – 12:00 PM | Location: Castle Peak 1-2

#### FINANCE

This is a foundational workshop that describes the legislative history of affordable housing at the federal, state and local levels of Colorado, explains how the Colorado Housing and Finance Authority administers the Federal Low Income Housing Tax Credit and State of Colorado Affordable Housing Tax Credit Programs and how investors in those Programs operate.

#### Speakers



**Rodger Hara**

Principal | Community Builders Realty Services



**Steve Johnson**

CHFA



**Ross Kaufman**

Director | RBC Community Investments

### "The Single-Stair Solution: A Path to More Affordable, Diverse, and Sustainable Living"

10:45 AM – 12:00 PM | Location: Crestone Peak 3-4

#### DESIGN, DEVELOPMENT, & OPERATIONS

This session explores how single-stair multifamily housing—common globally but only recently allowed in Colorado with HB25-1273—can help solve our "missing middle" housing gap. Panelists will share research and real-world case studies from Seattle, and NYC, showing how single-stair design promotes affordability, sustainability, equity, and livability. Learn how outdated building codes are holding us back and how housing advocates can lead change. Attendees will leave with an understanding of the benefits of a new type of infill housing for Colorado.

#### Speakers



**Sean Jursnick**

Associate | SAR+ Architects



**Peter Lifari**

Maiker Housing

### Fair Housing REMAINS Good Public Policy

10:45 AM – 12:00 PM | Location: Castle Peak 3-4

#### ADVOCACY AND POLICY

Despite priority shifts in federal leadership, fair housing enforcement continues at all levels. This session explores why fair housing remains essential civic and economic policy. Attendees will gain tools to strengthen housing programs, expand housing choice, and mitigate risk—reinforcing that fair housing is not optional, but sound public policy.

#### Speakers



**James Whiteside**

Co-Founder and General Counsel | Balanced Housing Solutions (former Regional Director, HUD FHEO, Region 8)



**Kate Boyd**

Balanced Housing Solutions, LLC (former Program Analyst, HUD FHEO, Region 8)



**Heidi Aggeler**

Managing Director | Root Policy Research

### The Why and How of Public Engagement in Three Short Stories

10:45 AM – 12:00 PM | Location: Crestone Peak 1

#### ADVOCACY AND POLICY

Public engagement is too often treated as a formality but it can become a powerful tool for building long term trust in a community and shaping meaningful, and accepted affordable housing in the short term. Each interaction with the community is a chance to educate people on the development process, destigmatize affordable housing, and humanize future neighbors while also surfacing concerns that, if addressed early, can de-risk and smooth the project path for all stakeholders.

This presentation explores three distinct approaches to public engagement, each tied to a real-world affordable housing effort in Colorado. From influencing local policy to navigating rezoning processes to utilizing design as a tool for engagement, these stories offer practical tools and strategies for attendees to design their own successful process.

Attendees from all sectors will leave with a toolkit of adaptable engagement approaches that are useful whether you're guiding entitlement, shaping early design, or trying to build buy-in for long-term success.

### Featured Case Studies:

- *Leadville*: A Policy Advisory Team collaboratively shapes a path forward
- *Littleton*: Rezoning through community conversation
- *Denver*: Architecture's contextual response

### Speakers



**Maria Simon**

Principal and Founder | NomiLab Collaborative



**Mary Coddington**

Principal and Founder of Twelve Inc.



**Alisha Hammett**

Principal | Zipper Line Strategies

### Reviving Spaces, Rebuilding Community: The Story of the People's Mansion

10:45 AM – 12:00 PM | Location: Crestone Peak 2

#### ACCESSING HOUSING

Presentation discussing the development of cooperative model housing projects using historic and existing building stock in Colorado, the tools and opportunities made available by the current financial system and support from regional governments to provide Colorado residents with affordable and participatory housing.

under Title:

Creating Cooperative Housing Through Adaptive Reuse of Historic Buildings

1. Welcome & Opening (10 minutes)
2. Keynote or Framing Talk (10 minutes)
3. Panel Discussion (50-60 minutes)

There will be live polling of the attendees on a number of questions relevant to the topics being discussed and presented on a screen along with results of the polling

4. Q&A Session (20 minutes)
5. Closing (5-10 minutes)

### Speakers



**Jesus Bendezu**

Senior Architect | Caddis Collaborative



**Lincoln Miller**

Executive Director, Boulder Housing Coalition, moderator



**Sara Wells**

Co-Founder Queen City Cooperative, Live Work Denver

### Colorado Housing Authorities Update: Maximizing Opportunities to Create & Preserve Housing

10:45 AM – 12:00 PM | Location: Torrey's Peak 1-2

#### DESIGN, DEVELOPMENT, & OPERATIONS

This session will be a moderated discussion among leaders of housing authorities in Colorado. The panel will focus on public-private partnerships involving housing authorities and innovative ways housing authorities are developing and preserving affordable housing. The panel will provide advice and best practices for developers interested in partnering with housing authorities to create affordable housing and will share challenges and success stories that have occurred in their respective communities (Front Range and rural).

## Speakers



**Erin Nave**

Attorney | Holland & Hart LLP



**Amy Case**

Deputy CEO | Foothills Regional Housing



**Steve Cordova**

Tri-County Housing



**Sarah Buhr**

Littleton Housing Authority

## Building with, Not for: DHA's Model for Community-Responsive Redevelopment

10:45 AM – 12:00 PM | Location: Torreys Peak 3-4

### DESIGN, DEVELOPMENT, & OPERATIONS

As the Denver Housing Authority transformed Mariposa and Sun Valley into vibrant, inclusive neighborhoods, a new model—Community Responsive Planning and Development (CRPD)—emerged. CRPD centers residents, culture, and health equity in redevelopment. This session will explore how DHA grew public investment tenfold by aligning planning with community vision, designing with purpose, and sustaining partnerships. From resident-led art walks to food incubators, DHA's approach redefined redevelopment through cultural connection, health-focused design, and shared leadership—positioning DHA as a long-term community quarterback.

## Speakers



**Stephanie Schiemann**

Director of Communications and Public Information | Denver Housing Authority



**Joaquín Cintrón Vega**

Chief Executive Officer, Denver Housing Authority



**Renee Martinez Stone**

Chief Strategy and Planning Officer, Denver Housing Authority



**Annie Hancock**

Director of Resident Community Connections, Denver Housing Authority

## From Setback to Comeback: How Gunnison County turned Failure into Foundations (Lessons in affordable housing design, engagement, and unique partnerships)

1:45 PM – 3:00 PM | Location: Crestone Peak 2

### ADVOCACY AND POLICY

In 2017, Gunnison County's proposed affordable housing development, Brush Creek failed due to disagreements between key stakeholders, public distrust, and other factors. In 2025, Gunnison County received broad support for a similar development across the street with even more housing units. What changed in those eight years and how did the County go from big setbacks to big comebacks?

This session will cover the lessons learned from a failed housing development, how the County reset, engaged the community and critical stakeholders, rebuilt trust, created a unique partnership, created a revenue stream for future housing, and are now building 252 units just south of Crested Butte.

## Speakers



**Cathie Pagano**

Assistant County Manager for Community & Economic Development | Gunnison County



**John Cattles**

Gunnison County



**Danica Powell**

Founder and Owner | Trestle Strategy Group



**Elena Scott**

Principal Landscape Architect | Norris Design

## ROFR and ROFO's in Multifamily Housing - One Year of Lessons

1:45 PM – 3:00 PM | Location: Castle Peak 1-2

### FINANCE

The presenters will discuss the requirements and process for complying with the new statewide Right of First Refusal Statute for multifamily housing that went into effect in August of 2024. The expert panel, including speakers from CHFA and HOST will describe the history and intent of the law and the practical implications for affordable housing owners, developers, lenders, investors, sellers, buyers, local governments and agencies. The speakers will use examples to demonstrate how the implementation is progressing, lessons learned over the first year and insights for future compliance and implementation.

## Speakers

### Melinda Pasquini

Affordable Housing Attorney | Holland & Hart, LLP



### Adam Lyons

City and County of Denver - HOST - Deputy Director of Housing Opportunity



### Brittney Cousin

CHFA - Preservation Officer

## South Korea's Affordable Housing Model for Colorado

1:45 PM – 3:00 PM | Location: Crestone Peak 1

ACCESSING HOUSING

DESIGN, DEVELOPMENT, & OPERATIONS

As Colorado confronts rising housing costs and inequality, the interactive session explores how South Korea's diverse and structured affordable housing system can inspire inclusive solutions. Using a case study, the session highlights how thoughtful planning, life-stage-based housing types, and operations create stable, dignified communities. By comparing housing types, eligibilities, and legal frameworks, the session applies a racial equity lens to reimagine how Colorado can better serve different groups of people. Emphasizing racial equity and life-stage diversity, the presentation encourages inclusive design, cross-sector collaboration, and long-term solutions to expand access and stability for Colorado's most vulnerable residents.

## Speaker



### Ruichen Xu

Architecture Designer II | AECOM

## The Name Is Bond: Creative Financing Structures for Workforce Housing in Colorado

1:45 PM – 3:00 PM | Location: Crestone Peak 3-4

FINANCE

The once-boring Tax Exempt Municipal Bond – and its exotic cousin, the 501c3 Bond – find themselves at the leading edge of multifamily finance. Communities – especially in exceptionally high cost areas like rural resorts – are evaluating a variety of bond financed structures, including traditional government bonds, housing authority bonds with partial credit enhancements, bonds paired with State Funding, and other emerging ideas. In this action-packed panel you will be hearing from a mix of practitioners and bond specialists with recent bond-financed workforce housing deals.

## Speakers



### Michael Leahy

CEO | Castlewood Partners Ltd.



### Tanner Crawley

Castlewood Partners



### Mattie Prodanovic

Hilltop Securities



### Troy Bernberg

Northland Securities



### Neal Drobenare

National Housing Partners Foundation

## Community Ownership: Shifting Power and Control of Housing

1:45 PM – 3:00 PM | Location: Castle Peak 3-4

ADVOCACY AND POLICY

As Colorado's housing crisis has intensified, communities are fighting back to bring housing under their control. This session will highlight community organizations that have successfully taken ownership of housing and are committed to stewarding the housing for the long-term benefit of their communities.

## Speakers



### Carson Bryant

MINT Director | East Colfax Community Collective



### Nola Miguel

Tierra Colectiva Community Land Trust



### Paul Bindel

Co-op Development Co-Director | Center for Community Wealth Building

## Behind the Numbers: Key Elements of a Strong LIHTC Proforma

1:45 PM – 3:00 PM | Location: Torreys Peak 1-2

**FINANCE**

Strong financial projections are the foundation of a successful LIHTC transaction. In this workshop, we will take an in-depth look at a LIHTC proforma and explore the critical components that drive project feasibility and long-term sustainability. Participants will gain practical insights into structuring deals effectively in today's dynamic market environment.

**Speakers**



**Adam Kleinmaus**

Principal | SVA Certified Public Accountants, S.C.



**Jake Victor**

Northpointe Development

**Derisking Modular Construction: Real-World Project Wisdom**

1:45 PM – 3:00 PM | Location: Torreys Peak 3-4

**DESIGN, DEVELOPMENT, & OPERATIONS**

Derisking Modular Housing explores how modular projects can get off track—and how to prevent it. This interactive session features three veterans with combined experience on 500+ modular projects nationwide. In this interactive workshop, attendees will learn: (1) Pre-Construction Best Practices—design alignment, permitting, and scope clarity; (2) Team Development—defining roles and coordination; and (3) On-site Completion—ensuring smooth factory-to-site execution. Using real-world examples and input from the audience, practical strategies and collaborative problem-solving will be explored to help further advance this innovative housing method. Join us!

**Speakers**



**Tom Kimball**

VP of Sales | Vederra Modular



**Adam Berger**

Founder, Adam Berger Development



**Cj Myrick**

Chief Construction Officer, ModCM



**Nathan Peterson**

CEO, Vederra Modular



**Joseph Espinosa**

Managing Partner, The Espinosa Group

**Debt Solutions Demystified**

3:30 PM – 4:45 PM | Location: Castle Peak 1-2

**FINANCE**

Affordable housing experts delve into current dynamic marketplace conditions providing an analysis of issues and challenges impacting developers. Panelists will explore innovative debt products and case studies that will provide attendees with an understanding of 4% LIHTC and Non-LIHTC debt solutions, utilization of recycled bonds, funding opportunities and creative techniques to increase basis, maximize the 50% test, fill gaps and increase proceeds for acq-rehab and new construction projects.

**Speakers**



**Allison King**

Partner | Tiber Hudson LLC



**Mark Risch**

Stifel



**Suzie Cope**

Managing Director | Lument



**Connor Larr**

Ulysses

**Setting Up Non-Profits For Their First LIHTC Developments: Lessons Learned and Case Studies**

3:30 PM – 4:45 PM | Location: Torreys Peak 1-2

**DESIGN, DEVELOPMENT, & OPERATIONS**

Some non-profits may already be housing providers, while some see today's challenging times as an opportunity to expand their impact by enlarging their services to include housing. When is it helpful to partner with a third party / outside developer to get your foot in the door of the LIHTC world? We will talk through some initial hoops a non-profit can expect to jump through, look at different structures, general challenges / solutions, get a developer perspective, and review two case studies of first-time LIHTC projects of services-driven non-profits. This will be an interactive session with audience participation and lively discussions on lessons learned from first-time

LIHTC non-profits on the other side of their first LIHTC deal!

#### Speakers



**Melissa (McGinley) Stube**

Director of Development | Urban Ventures, LLC



**Susan Powers**

President | Urban Ventures, LLC



**Ethan Hemming**

President / CEO | Warren Village

### What Does Success Look Like: Proposition 123

3:30 PM – 4:45 PM | Location: Crestone Peak 3-4

#### DESIGN, DEVELOPMENT, & OPERATIONS

This session will explore Proposition 123 requirements for local governments including unit count compliance and the fast track requirement. Presenters will share highlights from DOLA's recently published guidance materials, and provide an overview of what to expect for reporting in fall of 2026. The session will talk about best practices in tracking and documentation that local governments may want to consider between now and the end of the Prop 123 reporting cycle. This session will showcase Proposition 123 implementation efforts from different types of communities across Colorado.

#### Speakers



**Ashley Weesner**

Proposition 123 Community Support Manager | State of Colorado- DOLA Division of Housing



**Robyn DiFalco**

Planning Capacity Manager | DOLA, Community Development Office

### Structuring Land Development for Mixed-Income Communities

3:30 PM – 4:45 PM | Location: Torreys Peak 3-4

#### DESIGN, DEVELOPMENT, & OPERATIONS FINANCE

For projects with scale, integrating market rate units with income-restricted units can help developers leverage financing tools often unavailable to affordable projects. This session offers 2 case studies from Denver – sharing what worked (as well as what didn't).

**SLOANS** – redevelopment of a former hospital into a 7-block mixed-use development – shows how the private sector can utilize TIF, metro districts, and housing agreements to achieve deeper levels of affordability while still meeting return expectations.

**SUN VALLEY** – redevelopment of a public housing project into a 5-block mixed-income development – shows how the public/non-profit sector can utilize TIF, ground leasing, and cost-sharing to fund horizontal development costs.

#### Speakers



**Sarah Laverty**

Development Director | EFG-Denver LLC



**Cameron Bertron**

EFG-Denver, LLC



**Chris Spelke**

GAP Solutions

### Planning, Designing & Financing Historic Adaptive Reuse Projects

3:30 PM – 4:45 PM | Location: Crestone Peak 1

#### FINANCE

Adaptive reuse is an opportunity to give buildings a second life and create opportunities for housing in neighborhoods where it may be difficult to build new. But what does it take to make these complex projects a reality – and what if the building is historic? This panel will explore the planning, design, and financing of two historic adaptive reuse projects in Denver: the Denver Dry Goods building and Mosaic Community Campus. Both projects used Historic Tax Credits and LIHTC to transform historic buildings – a department store and a dormitory – into affordable housing. The discussion will bring together developer, owner, architect, and financing perspectives to share lessons for future efforts to repurpose historic buildings in Colorado.

#### Speakers



**Haley Jordahl**

Development Director | Perry Rose LLC



**Sarah Blanchard**

Housing Development Manager | Archway Communities



**Tom Otteson**

Shopworks Architecture



**Laura Clark**  
SB Clark Companies

### Affordable Housing Development: The Game (Working Title)

3:30 PM – 4:45 PM | Location: Crestone Peak 2

**FINANCE**

This hands-on workshop transforms participants into affordable housing developers through interactive simulation. A diverse panel of industry experts—representing development, architecture, operations, lending, and equity—briefly introduce their roles before participants engage in "Affordable Housing Development: The Game." Working in teams, players gather info, negotiate terms, and build their development deal in real-time. Experts introduce unexpected challenges (e.g. price increases, design changes) that require strategic adaptation. This experiential approach provides understanding of development dynamics, partnerships, and financing structures. The workshop concludes with a debrief on strategies and best practices, plus Q&A.

#### Speakers



**Spencer Bollacker**  
AVP - Transaction Manager | BWE



**Kathleen Bole**  
Senior Project Analyst | Sugar Creek Capital

### Site Planning for Success

3:30 PM – 4:45 PM | Location: Castle Peak 3-4

**DESIGN, DEVELOPMENT, & OPERATIONS**

This workshop will focus on the planning and development process, from initial look at a site through City approvals. This is meant to be a look at the process through an engineer/designers process, versus a purely developer perspective.

We will examine zoning, what information a developer typically provides, and how to iterate through a concept site plan. We will look at considerations that go into a site plan and how to factor those in through various iterations of a site plan (grade, utilities, stormwater, etc). Key decisions made early on could result in savings of \$100ks+. We will discuss the impact of 10% accessible units, EV chargers, impact fees, designing for populatoin type, and off-site infrastructure considerations.

#### Speakers



**Connor Culligan**  
Project Manager | Civil Engineer



**Dan Alledn**  
Craft Civil Design Principal

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## Thursday, October 16, 2025

### Financing Affordable Housing Without Tax Credits

9:45 AM – 11:15 AM | Location: Castle Peak 3-4

**FINANCE**

This workshop will present case studies that describe how affordable rental housing projects have been and/or are being developed around the state without the use of state or federal low income housing tax credits - the process, sources, uses, requirements, time passages, challenges and how those challenges were met. The case stduies will include how the idea for the proejects turned into reality, the teams, the partners, and how things came together to create real projects.

#### Speakers



**Rodger Hara**  
Principal | Community Builders Realty Services



**Chistina Carlson**  
Chief Executive Officer | Urban Peak



**Nancy Burke**  
St. Francis Center



**Alex Gano**  
Attorney | New Communities Law PLLC

### Practical Tools for a People-Centered Design Process

9:45 AM – 11:15 AM | Location: Crestone Peak 3-4

**DESIGN, DEVELOPMENT, & OPERATIONS**

In a bid to improve the long-term success of senior and family housing properties, the District of Columbia Housing Authority (DCHA) commissioned David Baker Architects and Shopworks Architecture to develop multifamily guidelines centered on user experience and needs: That is, to ask seniors, families, and staff what it would take to make housing that was successful for them. New research—including focus groups, site walks, developer interviews, and case studies—paired with decades of thoughtful practice in the affordable sector, resulted in clear, actionable guides for development and design teams. Speakers will explore several frameworks to help teams elevate the everyday experience of people who live and work in multifamily developments.

**Speakers**



**Katie Ackerly**

Principal | David Baker Architects



**Katie Ackerly, AIA, CPHC**

Principal, David Baker Architects



**Sivakumar Venkataramani, AICP**

Senior Urban Designer, Office of Capital Programs, District of Columbia Housing Authority



**Rev. Laura Rossbert**

COO, Shopworks Architecture

**Hidden Housing: An Emerging Housing Typology**

9:45 AM – 11:15 AM | Location: Crestone Peak 2

**ACCESSING HOUSING**

Housing is one of the biggest challenges America faces. While there are numerous contributing factors to the current state of housing, many jurisdictions are accommodating new housing types: hidden housing. Hidden housing is a residential planning concept primarily applicable to greenfield development that prioritizes housing variety by intentionally masking the appearance of residential units, typically in plain sight, through building or lot design. Hidden housing includes two housing types that are gaining traction in suburban and exurban communities across America – build-to-rent housing and multigenerational housing. This session assesses this new housing typology and examines how jurisdictions can prepare for hidden housing.

**Speakers**



**Rhys Wilson**

Associate Planner | Logan Simpson Design



**Jen Gardner**

Logan Simpson Design

**Affordable Housing Hot Topics 2025!**

9:45 AM – 11:15 AM | Location: Torreys Peak 1-2

**FINANCE**

Now more than ever, it seems like the affordable housing industry is everchanging. What new challenges and opportunities are developers facing? Back by popular demand, this panel will discuss current Colorado-specific and national affordable housing issues and industry trends affecting development, stabilization, and operations, including the OBBBA. Speakers will provide planning considerations and strategies to developers to help with structuring new projects and keeping them viable and successful.

**Speakers**



**Melissa Chung**

Partner | Novogradac & Company LLP



**Laura Clark**

SB Clark Companies



**Meghen Brown**

CHFA



**Nikki Brunswig**

RBC Capital Markets



**Tbd Tbd**

Will be a solar professional/investor depending on current issues affecting energy credits

**Community Benefit Agreements - How to Leverage for Housing Impact**

9:45 AM – 11:15 AM | Location: Castle Peak 1-2

**ADVOCACY AND POLICY**

Across the country and in CO, Community Benefit Agreements (CBAs) are becoming an increasingly common means of ensuring that large developments and infrastructure plans create community benefits proportional to their impact.

Ongoing questions remain however about the process. When are CBAs appropriate? Are CBAs net positive, or are they indicative of gaps in existing public policy? How can these processes be used to center and leverage affordable housing goals beyond what would otherwise be possible?

This session will be led by Jonathan Cappelli, Mary Coddington, and Noah Stout who worked on the Park Hill Golf Course CBA, the recent Ball Arena CBA, and are currently engaged in the National Women's Soccer League CBA.

#### Speakers



**Jonathan Cappelli**

Executive Director | Neighborhood Development Collaborative



**Noah Stout**

Stout Law

### Community-Oriented Model for Workforce Housing Development

9:45 AM – 11:15 AM | Location: Torreys Peak 3-4

#### DESIGN, DEVELOPMENT, & OPERATIONS

Working with Shanahan Development, Urban Land Conservancy and Elevation Community Land Trust, Studio Completiva design team completed two model workforce housing projects in Denver, La Tela and the Burrell. These developments are for-ownership workforce housing condominiums in Denver, designed to provide permanently affordable homeownership opportunities. La tela is located in the Santa Fe Arts District and consists of 92 condominium units. The Burrell is located in Five Points neighborhood, offering 49 permanently affordable condominiums.

Both projects are models for innovative affordable home ownership and wealth building for the workforce population that

#### Speakers



**Yong Cho**

Principal | Studio Completiva, Inc.



**Jeff Shanahan**

Owenn | Shanahan Development



**Bilal Daher**

Studio Completiva, Inc.



**Pj Chen**

Studio Completiva, Inc.

### Build!! How to Build Prop 123 Homeownership Projects

9:45 AM – 11:15 AM | Location: Crestone Peak 1

#### DESIGN, DEVELOPMENT, & OPERATIONS

Rural Homes has implemented an "opt-in" approach that value engineers the entire development process from the initial market needs assessment through land acquisition, pre-development, entitlement, financing, construction, sales, deed restrictions to final home certificate of occupancy.

The approach aims to utilize the funding and tools offered within Prop 123. It builds on Rural Homes' past partnerships with the Department of Local Affairs and Division of Housing to develop financially viable projects. Every step of the approach is designed to streamline the entitlement and development process with the singular goal of controlling costs and reducing the construction timeline, resulting in quality affordably priced homes delivered faster.

#### Speakers



**Paul Major**

Founder | Rural Homes



**Maria De Cambra**

Department of Local Affairs



**Josh Smith**

Director of Research & Development, Built Environment | Prosono

### Strategies for Winning the Entitlements Gauntlet

1:30 PM – 2:45 PM | Location: Crestone Peak 2

#### DESIGN, DEVELOPMENT, & OPERATIONS

Entitlements can feel like an escape room. Learn essential strategies to conquer the labyrinth of regulatory puzzles. Those who master the strategy, mitigate the risks, and think ahead will unlock the necessary approvals; rezonings, site plans, and building permits- before time runs out.

#### Speakers



**Alisha Hammett**

Principal | Zipper Line Strategies



**Caeli Hill**

City and County of Denver Community Planning and Development- Affordable Housing Review Team



**Maria Simon**

Principal and Founder | NomiLab Collaborative

### Future Housing Coalition Toolkit

1:30 PM – 2:45 PM | Location: Castle Peak 3-4

#### ADVOCACY AND POLICY

Civic Results launched the Future Housing Coalition in 2024. The desired outcome was to assemble and share a replicable toolkit and process designed to help local governments and partners work together to tackle housing challenges. Phase 1 of the project focused on Missing Middle Housing (80-140% AMI). This session explores how cross-jurisdictional collaboration, data-informed action, and inclusive engagement can accelerate real housing solutions.

#### Speakers



**Heidi Williams**

President & CEO | Nonprofit Association



**Peter Lifari**

Maiker Housing

### The Good Neighbor: Strategic Communications for Affordable Housing Policy

1:30 PM – 2:45 PM | Location: Torreys Peak 1-2

#### ADVOCACY AND POLICY

This interactive workshop will explore qualitative and quantitative research with Coloradans that informed "The Good Neighbor" messaging guide. Putting research into action, participants will be introduced to key components of persuasive messaging strategies for affordable housing policy, along with recommendations on how to best deploy them in your local community.

#### Speakers



**Leonardo Kattari**

Senior Officer for Public Opinion Insights | Colorado Health Foundation



**Emily Rader**

Colorado Health Foundation

### PABs: State of the State

1:30 PM – 2:45 PM | Location: Crestone Peak 3-4

#### FINANCE

Overview of the Private Activity Bonds (PAB) allocation process, with details on the DOLA, CHFA, Bond Counsel, and recipient roles in the process. Specifics provided on the following: the September relinquishment date, year-end closings, bond counsel, and legal requirements during the PAB process. In addition, a review of legislation that permanently reduces the PAB finance-by threshold to support affordable rental housing developments with Housing Tax Credits.

#### Speakers



**Lisa Blakeney**

Private Activity Bonds Program Manager / Housing Underwriter | State of Colorado, Department of Local Affairs, Division of Housing



**Denver Maw**

Colorado Housing and Finance Authority (CHFA)



**Cory Kalanick**

Taft / Sherman & Howard



**John H.T. Bales**

Partner | Kutak Rock LLP



**Frederic Marienthal**

Partner | Kutak Rock LLP

### Design-Build: Efficient Multifamily Rehab Solutions

1:30 PM – 2:45 PM | Location: Torreys Peak 3-4

## DESIGN, DEVELOPMENT, & OPERATIONS

Discover how the design-build approach can streamline multifamily rehabilitation—improving communication, cutting costs, and meeting timelines. Hear directly from an architect, owner's rep, developer, and GC about how collaboration drives better outcomes in affordable housing renovation projects.

### Speakers



**Brandy LeMae**

CEO / Creative Director / Project Executive | WORKSHOP8



**Joseph Vigil IV**

WORKSHOP8



**Betsy Crum**

Town of Snow Mass Villiage Housing



**Brandon Gentrup**

GL Development | GLDA



**Mike Jameson**

Senior Project Manager | PG Construction Services inc

## Entitling the Essential: Real-World Lessons Learned

1:30 PM – 2:45 PM | Location: Crestone Peak 1

## DESIGN, DEVELOPMENT, & OPERATIONS

Entitling socially sensitive facilities is complex and often contentious. This panel shares real-world lessons from approving a 24/7 men's shelter in Fort Collins, balancing design, differing public opinions, legal appeals, and code interpretations. Learn how a diverse team overcame key challenges and community scrutiny to deliver a critical community service.

### Speakers



**Klara Rossouw**

Senior Project Manager, Landscape Architect | Ripley Design Inc.



**Seth Forwood**

Fort Collins Rescue Mission



**Clay Frickey**

Planning Manager | City of Fort Collins



**Claire Havelda**

Of Counsel | Brownstein Hyatt Farber Schreck

## The Latest Developments in Energy Credits

1:30 PM – 2:45 PM | Location: Castle Peak 1-2

## FINANCE

This session will be an update of the energy panels from the past two years. Many developers are combining energy credits with low-income housing tax credits in their projects. This panel will provide an update on issues affecting credits. The panel will also provide an in-depth analysis on changes to the energy credits from the proposed tax bill currently in Congress.

### Speakers



**Jeffrey Cunningham**

Partner | RubinBrown, LLP



**Ben Taylor**

Vice President & Project Partner | Lincoln Avenue Communities



**Timmy Anderson**

Partner | RubinBrown LLP



**Tbd Tbd**

Will be a solar professional/investor depending on current issues affecting energy credits

## From Vacancy to Vibrancy – The Successful Story of Adaptive Re-Use of Office to Affordable Housing

3:15 PM – 4:30 PM | Location: Castle Peak 3-4

## DESIGN, DEVELOPMENT, & OPERATIONS

From Vacancy to Vibrancy - the story of Notable; the transformation of a vacant Lakewood office building into 218 affordable apartments. Super-efficient construction, problem-solving design, strong public-private cooperation, this case study shows how obsolete office buildings can become more than affordable housing. The project also demonstrates how former office buildings can host

community-serving uses - like a nonprofit music school - illustrating how conversions can foster affordability, resilience, and belonging. Key members of the successful conversion to Notable will include Lakewood's Chief of Community Development; developer/general contractor, Zocalo; architect, Dean Dalvit, EV Studio, and lender, Anthea Martin of BWE.

#### Speakers



**David Zucker**

President | Zocalo Community Development



**Travis Parker**

Chief of Sustainability and Community Development, City of Lakewood



**Anthea Martin**

SVP | BWE



**Dean Dalvit**

Principal, EV Studio



**Ryan Rogers**

Senior Vice President Development, Zocalo

### Vail / West Middle Creek Workforce Housing

3:15 PM – 4:30 PM | Location: Crestone Peak 1

#### DESIGN, DEVELOPMENT, & OPERATIONS

This panel is made up of four people involved with the entitlement, design and financing of West Middle Creek, a 268-unit workforce housing development in the center of Vail, Colorado. The project has a number of challenging and innovative traits to discuss in regards to building in the mountains: a motivated and committed community leading to a fast approval process, challenging terrain of >40% slopes, bond financing, and visual prominence above the Town of Vail. We believe the financing approach - Housing Revenue Bonds + Certificates of Participation + Town of Vail contribution - is a unique and useful financing strategy to discuss at the conference, given the size of the project (\$180+ million) and the income levels (average 115% AMI).

#### Speakers



**Mark Lindgren**

Corum Real Estate Group



**Eric Komppa**

Corum Real Estate Group



**Jason Dietz**

Director of Housing | Town of Vail



**Mattie Prodanovic**

Hilltop Securities



**Robyn Moore**

Managing Director | Piper Sandler

### Tax Credit Equity Panel

3:15 PM – 4:30 PM | Location: Crestone Peak 3-4

#### FINANCE

This panel will provide the audience an in-depth look into the current state of the tax credit equity markets, including impacts from changes at the federal level, what factors are key to driving capital to projects, and an outlook on where the markets may be headed.

#### Speakers



**Ross Kaufman**

Director | RBC Community Investments



**Yolanda Marshall**

Assistant Director of Underwriting/Acquisitions Manager | Sugar Creek Capital

### Beyond the Box: Evolving Modular Housing with Purpose

3:15 PM – 4:30 PM | Location: Torreys Peak 3-4

#### DESIGN, DEVELOPMENT, & OPERATIONS

In an era where speed to market and sustainability are imperatives, this session explores the evolving toolkit of modular, cross laminated timber (CLT) and prefabricated strategies to deliver design-forward, high-performance, community-oriented solutions. An Architect, CLT provider, and Modular Manufacturer will showcase off-site construction and componentization: a fully modular 202-unit apartment, a panelized building expansion, and a high-rise 138-unit CLT affordable housing project.

These methods are reshaping practice—from collaboration to procurement, logistics, regulatory navigation, and most importantly—how it all translates to value for residents and communities.

## Speakers



**Karen Pickens**

Senior Marketing Strategists | Cunningham



**Amy Cheever**

Principal, Director of Strategy | Cunningham



**Daniel Flora**

Associate | Cunningham



**Christian Lawrence**

Rise Modular



**Michaela Harms**

Sterling Solutions

## Solving Housing Together: A New Model for Cross-Sector Collaboration in Affordable Housing

3:15 PM – 4:30 PM | Location: Torreys Peak 1-2

### ADVOCACY AND POLICY

Across Colorado, affordable housing efforts are often strong but fragmented. In early 2025, a cross-sector consortium of housing leaders, co-chaired by Maria De Cambra and Pat Hamill, came together to identify opportunities for deeper collaboration and faster progress on rental and homeownership solutions. This session will highlight the consortium's structure, early wins, and the four task forces driving action across the state. It will offer replicable tools, structures, and takeaways that attendees can bring back to their own communities. A brief presentation will be followed by a panel discussion exploring how public, private, and nonprofit partners can work together in new ways to overcome barriers and scale impact locally.

## Speakers



**Katie Colton**

Strategy & Operations Fellow | BuildStrong Foundation



**Maria De Cambra**

Department of Local Affairs



**Jamie Van Leeuwen**

BuildStrong Foundation



**Ryan McCullough**

Associate Partner | McKinsey & Company

## Keys to Non-Profit Housing Development

3:15 PM – 4:30 PM | Location: Crestone Peak 2

### DESIGN, DEVELOPMENT, & OPERATIONS

Affordable housing development teams can significantly benefit from a team that includes a non-profit organization. Key advantages include better chances for LIHTC awards, funding from other sources, tax benefits and enhanced operations of the housing development once completed. However, risks such as material participation and tax-exempt use issues must be recognized. Effective strategies can ensure successful collaboration with non-profits in developing and managing affordable housing. This panel will discuss the opportunities, challenges and risks of working with non-profits and provide key aspects for building strong relationships, including negotiation points to be considered in creating a good memorandum of understanding.

## Speakers



**Doug Snyder**

Vice President, Regional Real Estate Development | Volunteers of America National Services



**Lance Smith**

Novogradac



**Lauren Avioli**

NHP Foundation



**Alex Gano**

Attorney | New Communities Law PLLC

## Build to Rent/Single-Family & LIHTC

3:15 PM – 4:30 PM | Location: Castle Peak 1-2

### DESIGN, DEVELOPMENT, & OPERATIONS

This workshop will walk participants through the ins and outs of the nuances of the Build-to-Rent (BTR)/Single Family for Rent (SFR)/Townhomes physical product and financing it with LIHTC. We will cover what this construction type is, their evolution as a product type in the multifamily industry, the challenges and opportunities that come with it, and finish off with two case studies of projects financed with LIHTC in Arizona (with the developers and financing parties that executed on it).

## Speakers



**Cole Froemming**

Senior Associate | Lincoln Avenue Communities



**Ben Taylor**

Vice President & Project Partner | Lincoln Avenue Communities

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## Friday, October 17, 2025

### Bricks, Mortar, and Blocks: Uniting Childcare and Housing

8:45 AM – 9:45 AM | Location: Crestone Peak 1

#### DESIGN, DEVELOPMENT, & OPERATIONS

Colorado's childcare crisis demands accessible, affordable solutions. Co-locating childcare with affordable housing offers a key strategy, tackling both issues while boosting family stability, child development, and communities. Ethan Hemming (Warren Village) and Sheamus Croke (Rural Homes Project) will share co-location models. Alethea Gomez (EPIC) and Erin McNab (DOLA-DOH) will discuss the childcare landscape, cover the Childcare Facility Development Toolkit, TA Cohort, and HB24-1237 grants, demonstrating how these integrated efforts build a stronger Colorado workforce and healthier communities.

## Speakers



**Erin McNab**

Housing Development Specialist | Colorado Department of Local Affairs - Division of Housing



**Ethan Hemming**

President / CEO | Warren Village



**Alethea Gomez**

Colorado Executives Partnering to Invest in Children



**Sheamus Croke**

Rural Homes Colorado

### To Infinity and Beyond: Launching Supportive Housing for Young Adults Experiencing Homelessness

8:45 AM – 9:45 AM | Location: Crestone Peak 3-4

#### DESIGN, DEVELOPMENT, & OPERATIONS

#### The Why (Wayne)

1. Why did The Place decide on this?
2. Trainings that helped The Place build capacity
3. Structuring an RFP to find the right partner
4. How The Place utilizes a racial equity lens and justice framework

#### Partner Roles (Becky)

1. Strategic planning and establishing thought framework
2. Board relations and concerns
3. Defining roles
4. Guiding values of The Place

#### "Early Belief" and Support (Sam)

1. Early resources needed
2. Foundation perspective (easy check to write)
3. Strategic vision for efficient use of foundation resources
4. Value of land banking (LIHTC disadvantage)

#### Funding the Vision (Nick)

1. Describe capital stack
2. Loans versus grants
3. Risk capitalization (and minimization)
4. How funds flow to each partner

Central Question: Is this replicable?

#### Session Moderator



**Nick Emehiser**

Private Citizen

#### Speakers



**Wayne Bland**

Board Member, The PLACE and Pikes Peak Real Estate Foundation | Board Member, The PLACE and Pikes Peak Real Estate F...



**Samuel Clark**

Executive Director, Pikes Peak Real Estate Foundation | Pikes Peak Real Estate Foundation



**Jon Atlas**

Managing Director, Cohen-Esrey Development Group | Cohen-Esrey Development Group

### State of Homelessness in Colorado

8:45 AM – 9:45 AM | Location: Torreys Peak 1-2

#### ADVOCACY AND POLICY

The Metro Denver Homeless Initiative (MDHI), in partnership with Colorado's four Continuums of Care (CoC), released the state's first-ever State of Homelessness Report, providing critical base-line data and insights on housing instability across Colorado and outlining pathways toward lasting solutions. The statewide report compiles data for a full calendar year (2024) and uses data from Colorado's Homeless Management Information System (COHMIS), Point-in-Time (PIT) counts, and the Colorado Department of Education to give us a full story of what homelessness looks like in communities across the state of Colorado – helping us to scale solutions to the crisis. The report and associated dashboards can be found [here](<https://www.cohmis.org/>).

#### Speaker



**Jason Johnson**

Executive Director | Metro Denver Homeless Initiative

### Special Limited Partnerships for Middle-Income Projects

8:45 AM – 9:45 AM

DHA and the City have recently signed an MOU for a special limited partnership (SLP) program in which DHA's tax exemption is conveyed to privately developed projects. DHA has an existing SLP program which is focused mainly on LIHTC deals and is a powerful tool for putting together the capital stack and leveraging additional debt and this new program will expand the exemption to units at 100% AMI. DHA and the City (HOST and the Mayor's Office) would like to highlight this innovative partnership and discuss the benefits with financial and development professionals. We have not locked in the other two participants but have discussed Anthea Martin from Bellweather/Enterprise and a TBD developer who has held discussions with HOST.

#### Speaker



**Sean Garvey**

Development Manager | Denver Housing Authority