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*How do we demonstrate a proof of concept and create a replicable model to empower rural communities to build affordable housing at scale for their teachers, working families and lower income residents to improve community health, well-being, and economic resilience?*

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TELLURIDE, CO

Rose Fellowship 2020-2022

## Our Journey

The Telluride Foundation is a community foundation serving rural communities in southwest Colorado. Committed to its mission of enriching the quality of life of the residents, visitors, and workforce of the region, the Foundation develops and operates initiatives, makes grants to nonprofits, and direct investments in startup companies.

The Foundation's values are to promote inclusion, build self-reliance, and be a change agent and it focuses on four core pillars and their outcomes: 1) community grant making, capacity building, and safety net support; 2) strategic initiatives in areas of emergent and unmet community needs; 3) entrepreneurship and investment, and 4) leadership development.

The Foundation is unique in that it operates without an endowment, raises unrestricted contributions as seed funding, and leverages those contributions with grantmaking partners, spending every dollar it raises annually.

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Learn about Telluride Foundation's impact: [HERE](#)



The Foundation serves all of San Miguel and Ouray counties and portions of Montrose and Dolores counties. This rural region is rugged with a deep pioneering history of mining, ranching and innovation with varied topography, an ever-changing landscape of slickrock canyonlands, broad fertile valleys, high plateaus of open rangeland, and jagged, snow-capped mountains reaching over 14,000 feet. Located about 350 miles from Denver, the average population/square mile in our rural region is markedly less than the state average of 48.5 persons/sq. mi (“West End” of Montrose [Paradox, Nucla & Naturita]: 1.9, Ouray: 8.2, and San Miguel: 5.7).

The proportion of documented Latinx residents is 10% in San Miguel, 6% in Ouray, and 6% in the West End. San Miguel County has pockets of communities with larger Latinx populations—17% of the Town of Telluride and 14% of the Town of Mountain Village. The undocumented population is estimated to double these percentages.

The adult poverty rate is 10% in Ouray County, 10% in San Miguel County, and 18% in the West End. Median household income in some parts of our region is lower than Colorado's. The statewide median income was \$58,433 in 2013 dollars, compared with \$43,500 in the West End, \$53,083 in the western part of San Miguel County, and \$64,601 in Ouray County. According to the Bureau of Labor Statistics, average weekly wages are, \$770 in Montrose, \$699 in Ouray, and \$801 in San Miguel, below the Colorado average of \$1,104. The West End is facing an economic crisis with the closure of the Tri-State coal power plant and coal mine, which employed 93 people in late 2016. The coal mine closed in January 2019 and the power plant closed September 2019, laying off their employees. The closing of the mine and power plant will eliminate 70% of the area's tax base. The Foundation also serves the Town of Rico in Dolores County with a 14% poverty rate and \$40,352 median household income.

## Organizational Culture

The Telluride Foundation is committed to pursuing endeavors that push philanthropy and social change forward. For 20 years, we've focused our efforts on innovative solutions and entrepreneurial thinking. Our approach is a combination of strategies, including grants, collaborations, initiatives, and convenings/advocacy, always keeping our values in the forefront: promote inclusion; build self-reliance; and be a change agent.

The Foundation has evolved from a traditional nonprofit grant making foundation to function as an operating foundation, engaging directly as a catalyst and convener and owning and operating programs. It has granted over \$60 million since its inception in 2000 and actively owns and manages five \$1M+ initiatives, all without an endowment. The Foundation has been recognized nationally, despite its small size, as the fourth most active grant maker in the country. In 2013, the Foundation received the HUD's Secretary Award for Community Foundations, in recognition of exemplary public-philanthropic partnerships. In 2015 the Foundation was included

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A Rose Fellowship with a specific health focus to our expanded work with rural communities will add tremendous value to rural affordable housing developments.

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in a Stanford Innovation Review article on “Challenging Orthodoxies”. In 2018, Paul Major, President & CEO, received the Colorado Governor’s Citizenship Medal for Growth & Innovation; an award given to an entrepreneur or business leader who has led with exceptional ingenuity and growth, while inspiring and creating new possibilities for others.

Examples of our innovative activities include:

1. Creating a rural place-based entrepreneurial ecosystem, including Telluride Venture Accelerator (TVA), coworking spaces, a large mentor network, SBDC consulting, and venture and working capital as a catalyst for regional sustainable growth and diversification. TVA has proven its ability to strengthen the entrepreneurial ecosystem in Telluride, bringing new businesses and jobs and establishing Telluride as more than a resort destination.
2. Recognizing that nontraditional approaches to capital are required for rural entrepreneurs to start and grow businesses, the Foundation hired a “Southwest Rural Capital & Transaction Advisor” to manage and facilitate access to nontraditional capital for rural startups, including such capital as Opportunity Zones investments, regional venture syndicates, and working capital lending. As such the Foundation has helped to fund the Telluride Venture Loan Fund and the Telluride Regional Loan Fund.
3. Identifying the need for faster and redundant broadband, the Foundation began its San Miguel Regional Broadband Expansion Initiative in 2014. With more than \$3M invested in the region from federal, state, county, town, and private funds, the Initiative is close to completion, and high speed broadband is now available to rural communities.
4. Implementing outcomes for its grants process and initiatives, as well as developing enterprise outcomes to measure its mission, the Foundation demonstrates beneficial social change to its stakeholder.

Our organizational goals include:

1. Encourage a strong and vibrant nonprofit sector to ensure its success and sustainability to deliver the services and resources that are important for our community.
2. Ensure access and the opportunity for residents and visitors to participate in a rich and vibrant cultural and civic life.
3. Ensure access to safety net & health services to enable a stable workforce and promote well-being for those living in the Foundation's service area.
4. Support access to quality education, providing children with opportunity to succeed as thriving adults.
5. Support efforts that provide economic opportunity for all residents, helping to develop healthy, sustainable economies where workers have access to sustainable living wages, affordable housing, and viable transportation.
6. Operate and govern the Foundation effectively and innovatively, at the highest standard, enabling us to deliver on our mission.

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Western North Carolina will soon benefit from a major new funding source that will be transformative in the area's ability to rapidly develop affordable housing.

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Learn about Telluride, CO [HERE](#)



A Rose Fellow, helping to implement affordable housing projects, would support all of our goals, but especially help to provide economic opportunity to lower-income residents in our service area. Affordable housing is the challenge of our time. This challenge is not just in cities and resorts, but also exists in rural towns, where affordable homes are few and housing is often old, dilapidated, and unsafe, and demand far exceeds supply. Affordable housing is also critical to a healthy population, economic development, and the ability to attract a workforce, particularly teachers for rural school districts.

A Fellow would help implement our Affordable Housing Initiative. This Initiative, starting in 2020, will build up to 10 homes in each of 7 rural towns for teachers and working families, by providing a turn-key planning, execution, and financing package; the Initiative will: 1) build local capacity to lead a housing project and manage it after construction; 2) finance the project; 3) construct the homes; and 4) help finance home ownership. Project locations (4 are in Opportunity Zones) include the towns of: Naturita & Nucla in Montrose County; Norwood & Telluride in San Miguel County; Ridgway & Ouray in Ouray County; and Rico in Dolores County.

A Fellow will be a liaison to each community and the development entity through the planning and entitlement process; provide information and help facilitate resources to residents about local housing needs and ownership financing; gather community input; build local leadership capacity and staff local housing committees; liaise with existing housing organizations (CHAFAs) and regional housing authorities; coordinate project partners, including housing developer and funders, throughout planning, entitlement and construction phases; research sources of funding to develop neighborhood community resources integrated within housing projects (child care centers, medical services, food stores; and communicate progress and outcomes to stakeholders.

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**TELLURIDE FOUNDATION**

Telluride, Colorado

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**Fellow Work plan:** activities, targets and milestones for first year (October 2020 – October 2021, 12 months)

*Note: If your organization is selected, this Draft Fellow Work Plan is subject to amendment at two touchpoints: prior to the beginning of the fellowship, after discussions with the selected fellow and Enterprise; and again, before the start of the 2nd fellowship year.*

Host Organization Name: Telluride Foundation

Organization Vision Statement I:

*Construction of affordable housing has been completed in two out of seven communities.*

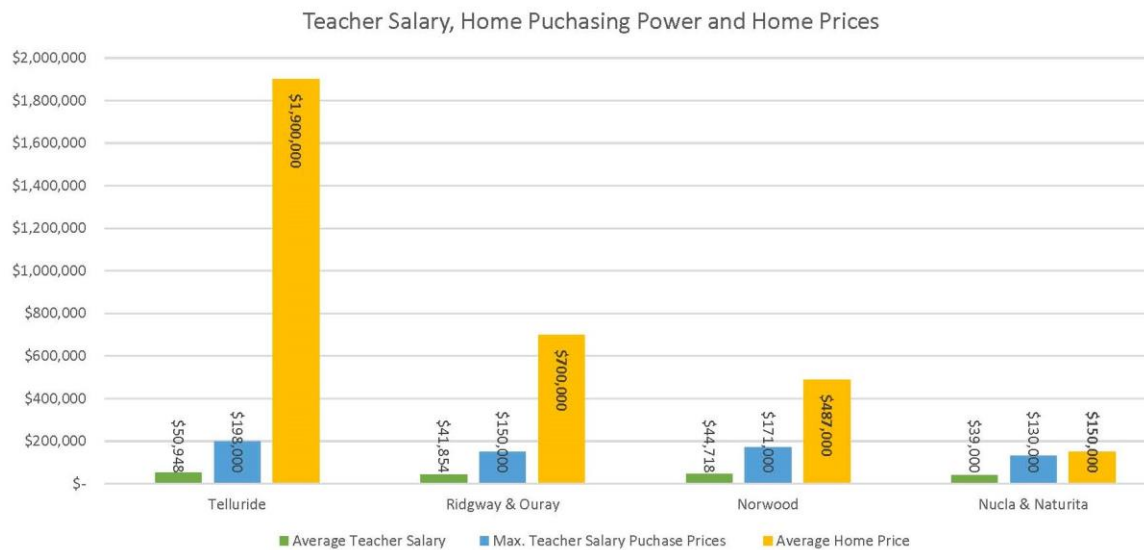


Figure 1: Graph Demonstrating the Gap for Our Local Teachers to Purchase Housing; Credit Telluride Foundation data from real estate records and school districts.

Project(s) to achieve vision statement I:

**Project I:** Bringing land, funding, and development partners together (property owner/school districts or county government, local governments/entitlement entities, developer, and funders) to negotiate and draft an “Agreement in Principle,” which details goals, criteria, timeline, roles and responsibility, to move overall approach forward.

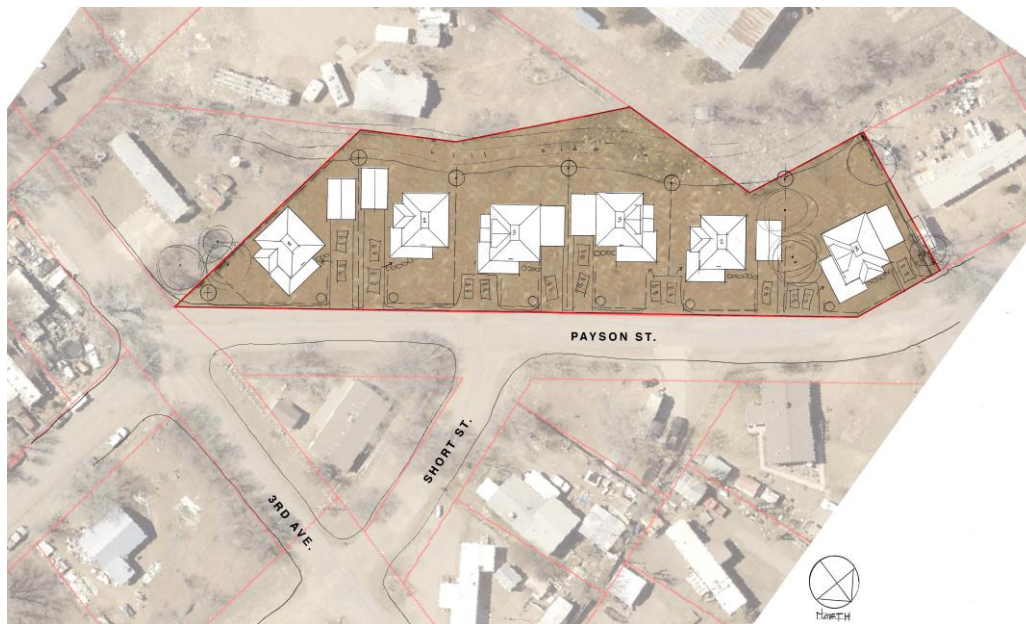
- **Role of Fellow:** Liason and coordinate between parties
- **Supervisor:** Paul Major, President & CEO of the Telluride Foundation
- **Timeline:** End of year one
- **Milestone 1:** Coordinate meetings between parties to determine the key principles of the project and an Agreement in Principle.
- **Milestone 2:** Assist parties and legal counsel to draft and execute written agreements, including an Agreement in Principle.
- **Measurable outcome:** a signed Agreement in Principle and associated contracts that allow construction to begin.

**Project II:** Provide continuous project progress updates to partners and the community.

- **Role of Fellow:** Project Lead
- **Supervisor:** Paul Major, President & CEO of the Telluride Foundation
- **Timeline:** Ongoing for two-year period
- **Milestone 1:** Monthly partner meetings in each of two communities.
- **Milestone 2:** Quarterly public community meetings, regular press releases, and social media updates.
- **Measurable outcome:** Project timeline is met, two housing projects completed within budget.

Organization Vision Statement II:

*Document the model by developing a playbook on how to build housing in small, rural, low-income communities for the balance of the 7 communities, as well as other Colorado communities.*



*Figure 2: Concept Drawing of a Potential Housing Project in Naturita, Colorado on Land Previously used for Dilapidated Trailers; Design by Clay Wadman, local architect.*

Project(s) to achieve vision statement II:

**Project III:** Document steps and resources for reaching project Agreement in Principle with parties and for building community will for the project.

- **Role of Fellow:** Project Lead for information collection, documentation, and drafting of play book.
- **Supervisor:** Paul Major, President & CEO of the Telluride Foundation
- **Timeline:** Year 2, Q3 & Q4
- **Milestone 1:** Creation of a list of necessary steps, resources and documenting the critical path.
- **Milestone 2:** Received full review and acceptance of the draft steps and document by all the parties.
- **Measurable outcome:** A play book document describing the model.

**Project IV:** Make document available and share it with other communities.

- **Role of Fellow:** Project Lead
- **Supervisor:** Paul Major, President & CEO of the Telluride Foundation
- **Timeline:** Year 2, Q4
- **Milestone 1:** a webinar is promoted and held for interested communities, housing authorities, and funding partners.
- **Milestone 2:** circulate document to interested parties.
- **Measurable outcome:** a public document, reporting on the model is circulated widely within Colorado, as well as to interested parties nationally.

Project(s) to be co-created with Rose Fellow:

From community input, determine additional community development resources to include in the housing projects, i.e. child care centers, mental health services, library, food store.



*Figure 3: An example of a community development project that could be included in our Housing Initiative is Telluride Pre-School, which is within the Gold Run Affordable Housing Project located in Telluride, CO; Photo by Katie Singer.*

**Project V:** Determine community development projects/amenities, which could be included within or adjacent to housing projects, and research additional funding sources; additional potential project of developing a home ownership assistance program to help potential home buyers to become ready to finance and take responsibility for a new home.

- **Role of Fellow:** Facilitate community input; lead funding research
- **Supervisor:** Paul Major, President & CEO of the Telluride Foundation
- **Timeline:** on-going throughout project period
- **Milestone 1:** List of potential community development amenities to include in project.
- **Milestone 2:** List of potential funding resources.



- **Measurable outcome:** inclusion of a community development amenity in at least one of the two housing projects to be completed in two years, with committed funding.

**Project VI:** Additional potential project of developing a home ownership assistance program to help potential home buyers to become ready to finance and take responsibility for a new home.

- **Role of Fellow:** Project Lead
- **Supervisor:** Paul Major, President & CEO of the Telluride Foundation
- **Timeline:** Year 2
- **Milestone 1:** List of resources to support home buyers.
- **Milestone 2:** Research other home ownership assistance program templates.
- **Measurable outcome:** Design of home ownership assistance program for implementation.

# Enterprise Rose Fellowship

The innovative model of the Enterprise Rose Fellowship embeds architectural designers and community-engaged artists in place-based community development organizations that are committed to improving the quality of design, sustainability, and community engagement within their projects, throughout their organization, and in their communities.

## Benefits of being a Rose Fellow

- + 2-year fellowship position
- + Annual stipend and benefits
- + In-person orientation
- + Two annual, week-long fellowship retreats
- + Professional development allowance and opportunities

## Qualifications

### Architectural fellowships

- + Applicants must have an accredited architecture degree in order to be considered for the fellowship:
- + NAAB-Accredited Professional Architecture degrees (B.Arch, M.Arch) are accepted for ALL positions
- + LAAB-Accredited Professional Landscape Architecture degrees (B.La, M.La) are accepted ONLY for the positions specified

### Arts fellowships

- + Community engaged artists, teaching artists, or culture bearers in all disciplines -- including but not limited to: visual and performing arts, traditional and folk arts, digital media, dance, theater, literary arts and multi-media

### All fellowships

- + Applicants must be eligible to work in the U.S. for the entire fellowship period

## Key dates

THURS. FEB 27	2:00 - 3:30 PM EST	.....	Webinar: Informational "Meet the Hosts"
THURS. MAR. 19	2:00 - 3:00 PM EST	.....	Webinar: Rose Fellows Application FAQ
FRI. APR. 10	11:59 PM EST	.....	Application Deadline
JUNE 22 - JULY 31		.....	In-person interviews at Host location
AUGUST 15		.....	Final decisions and notifications
OCT 1		.....	Fellowship begins

## Learn more

[www.enterprisecommunity.org/rose](http://www.enterprisecommunity.org/rose)

## The Rose Fellowship in Numbers

Over 20 years there has been

84

2000 - 2020  
fellows that have been hosted  
in over



different cities nationwide and who  
have partnered with



host organizations to design and  
develop more than



community facilities and over

11,000

units of affordable housing.

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