



PROPOSAL FOR PROJECT COACHING SERVICES IN GRAND LAKE, COLORADO THE CREATIVE HUB

AWA Collaborative Introduction

AWA Collaborative is a team of four former colleagues from Artspace Projects Inc., united by their shared expertise in the arts, urban planning, and creative industry development. For the Grand Lake project, the core team will include Wendy Holmes, Aneesha Marwah, and Naomi Marx.

Together, they bring over 50 years of collective experience in guiding cross-sector partnerships, developing community-based strategies, and advancing creative initiatives in more than 400 communities across the country. With a strong background in supporting over 100 arts organizations facing space challenges, the AWA team offers a unique blend of strategic thinking, operational expertise, and creative problem-solving. Having previously worked in Grand Lake from 2018-2020, the team is especially passionate about supporting its creative sector.

Proposal Overview

AWA Collaborative proposes a tailored scope of work to support the Town of Grand Lake in advancing the **Creative Hub**, a live/work and creative space development. Our role will be to serve as a “**project guide**”, offering high-level strategic coaching to keep momentum strong, while facilitating the transition from fundraising into operational planning and implementation. Wendy Holmes will serve as project lead. Wendy will take primary responsibility for Item 2. Naomi Item 3, and Aneesha will lead Item 4. The travel team, when needed, will be a combination of Wendy and/or Aneesha.

We anticipate bi-weekly meetings on a variety of topics with a focus on the funding gap needed to complete the project and operational modeling and best practices.

We anticipate this scope of work to be remote from Minneapolis, with the option for two in-person visits at key junctures. The anticipated duration is six-eight months.

Scope of Work

1. Facilitate Project Team Bi-weekly Calls

- Assign a project manager to work with for the duration of this scope
- Put together a more formal **Creative Hub Advisory Team** made up of the following individuals/organizations (as an example):
 - Town Manager
 - Grand County representative
 - Creative District representative
 - One or two individuals linked to philanthropy in the area
- Set the agenda for bi-weekly meetings to make sure the project stays on track.
- Work on deliverables/edits as needed between bi-weekly meetings.
- Agendas will delve into Scope Items 2,3,4.

2. Fundraising Coaching

- Resource development: prospecting, identification and strategy for approaches to lead/major donors (with a particular focus on individuals as well as resources off the beaten track).
- Case statement development (develop a 2-3 page maximum case statement that provides the case for support)
- Attend meetings with others as appropriate (virtually or in-person). This can include meetings with key individual/family prospects, foundation leaders, and others that could help lead to the securing of resources for the project.

3. Capital and Operating Budgets

- Refine the capital budget to align with current site plans and integrate into a full development pro forma.
- Develop a preliminary shared operating budget for the housing and creative district spaces, including scenario testing of residential property management fees, staffing, utilities, and other operating expenses based on varying rent levels and unit mix.
- Review the draft budget and identify strategies to strengthen earned revenue, such as optimizing rental structures, shared space activation, and incubator/business partnerships.
- Develop up to three operating scenarios as part of this budget, based on feedback, to illustrate financial implications under varying assumptions.

4. Facility Operations Strategy

- **Governance & Tenant Structures:** Develop a framework for management and decision-making across the mixed-use components. (In person preferable)
- **Partnership Agreements:** Formalize agreements between the three non-residential partner entities. (In person preferable)

- **Contracts & Agreements:** Review relevant contracts, MOUs, and LOIs to ensure alignment with project goals and partnerships.
- **Partnership Development:** Offer guidance on navigating complex partnerships and reviewing related documentation to ensure clarity and shared vision. *(In person preferable)*
- **Artist-in-Residency Program:** Establish operational parameters, programming guidelines, and assist property management in operations best practices (if needed).
- **Live/work Unit Marketing:** Create a one page marketing flyer for the live/work spaces. Circulate to past Artspace Arts Market Study participants and others determined by the Creative District.
- **Live/Work Unit Resident Selection Criteria:** including committee questions, scoring rubrics, and review processes. *(In person preferable)*
- **Property Management:** Identify and interview property management companies for the residential component; provide onboarding support as needed. *(In person preferable)*
- **Operational Planning:** Advise on calendar coordination, space activation strategies, and partner engagement for shared use and programming.
- **Design Integration:** Provide examples and recommendations for integrating artists into design, landscaping, and site activation.

Most services will be provided remotely from Minneapolis, with travel to Grand Lake arranged as applicable.

Timeline

AWA Collaborative is available to start as soon as needed. And anticipates a 6-8 month scope of work. The estimated budget is modeled for a 6 month period.

Client Responsibilities

To support a successful engagement, the Town of Grand Lake and its partners will:

- Assign a main point of contact for communication and coordination.
- Provide AWA Collaborative with relevant background documents.
- Coordinate meeting logistics and invite key stakeholders.
- Provide meeting space and technology for in-person presentations, if needed (projector, screen, etc.).
- Respond to requests for feedback in a timely and agreed-upon format.
- Reimburse any necessary travel-related changes as requested by the client.

Estimated 2025 Budget (6-month scope)

AWA Collab	Wendy Holmes	Aneesha Marwah	Naomi Marx	Estimated totals
Billing Rate	\$200/hour	\$200/hour	\$200/hour	
1. Facilitate bi-weekly Calls (and prep)	30	30	10	70
2. Fundraising	40	10	5	55
3. Capital/Operating Budgets	20	5	50	65
4. Facility Operations Strategy	20	30	5	55
Total Estimated Hours	110	75	70	255
Estimated Fee	\$22,000	\$15,000	\$14,000	\$51,000
Travel**				Reimbursed at Cost

The Town of Grand Lake will be invoiced monthly for time used. The above breakdown is solely an estimate. This scope can extend beyond 6 months.

*The first two months will be on the higher end of the range to accommodate the financial modeling needed on the front end of the scope. Naomi Marx will create several operating models that help bring the residential and non-residential components of the project together as well as creating a capital pro forma that combines the Rocky Mountain Folk School's project in line with the housing component of the Creative Hub. For the first two months of our engagement, the billable hours will be on the higher end to include the financial modeling. Travel costs will be reimbursed at cost.

****Travel Note:** Travel Expenses for 2 staff to be reimbursed at cost for flights, car rental, hotel, and meals. We anticipate one trip by Wendy Holmes during 2. Fundraising and one trip by

Aneesha and Wendy for 4. Facility Operations Strategy and for training the property management on artist leasing best practices.

Fee Note: An initial deposit to begin this work in the amount of \$2,500 is to be paid to Wendy Holmes Consulting, LLC. Wendy Holmes Consulting is working in collaboration with Square Loop Planning, LLC (Aneesha Marwah) and Pollen LLC (Naomi Marx).

I hereby agree to the following terms:

Wendy Holmes
Wendy Holmes Consulting

DATE

TBD, TBD, Grand Lake

DATE