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Slate Creek Steering Committee

AGENDA
THURSDAY, APRIL 30, 2026
2:00 PM

Approximate total time 3 hours. Times listed on the agenda are approximations and may be longer or shorter with no notice.

MEETING LOCATION: In-person and virtual via Zoom. See the instructions above.
Second Floor Room Conference Room, Vectra Bank
270 Anglers Dr, Steamboat Springs, CO

Meeting packet is available for review on our website at:
https://docs.steamboatsprings.net/OnBaseAgendaOnline/

A. ROLL CALL

B. Slate Creek Steering Committee

1. **Introductions & Connection Activity; Governance Group name; Report out from boards; Revise decision-making timeline**

The meeting is a working meeting. The meeting is open to the public; however, **no public comment will be taken during the meeting.**

Public comments may be submitted through the following methods:

City of Steamboat Springs: Email comments at citycouncil@steamboatsprings.net or through the city's website at steamboatsprings.net. The next opportunity for public comment at a City Council Regular Meeting will be Tuesday, May 5.

Routt County: Email comments at bcc@co.routt.co.us or call the main office at (970) 879-0108. The next opportunity for public comment at a Board of County Commissioners Regular Meeting will be Tuesday, May 5.

Yampa Valley Housing Authority: Email comments to inquiry@yvha.org. The next opportunity for public comment at a YVHA Board of Directors meeting will be Tuesday, May 14.

Members may give direction to staff and consultant team on collaborative governance activities. Additional topics related to the Brown Ranch plan, annexation proposal, or other matters may also be identified for consideration at Regular Meetings (or Work Sessions) of the three organizations. No motions will be considered.

C. ADJOURNMENT

City of Steamboat Springs

TO: Slate Creek Steering Committee

FROM: Brad Calvert, Principal Planner

DATE: April 30, 2026

RE: Slate Creek Steering Committee – Key Milestones and Timeline

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BACKGROUND

During the April 2024 Work Session, City Council directed staff to develop an approach to identify and secure a consultant partner to assist with community and stakeholder engagement activities in light of the result of the Brown Ranch Special Election (March 2024). Council reviewed and directed staff to release a Request for Qualifications/RFQ (*Steamboat Springs Brown Ranch Annexation Community Deliberation and Shared Learning*).

Community Builders have been under contract and working on the Brown Ranch Community Solutions project since August 2024. The project has been designed as a multi-phase project, meaning that at the conclusion of each phase a summary report is produced, and the project team develops a proposed scope of work and budget for the next phase of the project.

- Phase 0 primary deliverable: Brown Ranch Situation Assessment.
- Phase 1 primary deliverable: Shared Understanding & Direction – Phase 1 Summary Report (Attachment 3)

The initial scope of work for the next phase of the project (Phase 2) created new decision-making body to coordinate planning for the Brown Ranch site (e.g., Slate Creek Neighborhood).

To learn more about the Brown Ranch Community Solutions process, including summary reports from previous phases of the project, visit EngageSteamboat.net.

TODAY'S DISCUSSION:

Over two meetings held on April 30 and May 1, the governance group will define the next decision-making steps for Brown Ranch/Slate Creek Neighborhood.

Key outcomes over the two sessions include:

- Decide on governance group name based on communications team input (options forthcoming).
- Report out on input from boards, councils, and commissioners:
    - Decision-making guardrails
    - End state
    - Decision-making timeline
- Interim decision-making timeline with key milestones and questions (by end of first session, April 30).
- Finalize decision-making timeline with key milestones and questions
- Finalize description of the end state
- Guidance to communication teams on priorities for community engagement and communication strategies.

Attachments 3 and 4 are provided as background information and reference materials – as they describe recent engagement efforts, including previous feedback on desired end state.

Attachments:

- **Attachment 1:** Presentation.
- **Attachment 2:** March 26 meeting summary.
- **Attachment 3:** Phase 1 Summary Report.
- **Attachment 4:** Brown Ranch Community Engagement Targeted Outreach Executive Summary

ATTACHMENT 1

Governance Group

Collaboratively define how YVHA, the City of Steamboat Springs, and Routt County will make future decisions related to Slate Creek Neighborhood.

Overview of Today

Purpose:

- Build a collaborative effort to define the next decision-making steps for Slate Creek Neighborhood

Objectives:

- Improve our ability to collaborate across entities
- Make a consensus decision on the group name
- Finalize key milestones and timelines
- Finalize the end state this group is working towards
- Provide guidance on communications and community engagement priorities

Initial Timeline

Establish a New Governance Structure

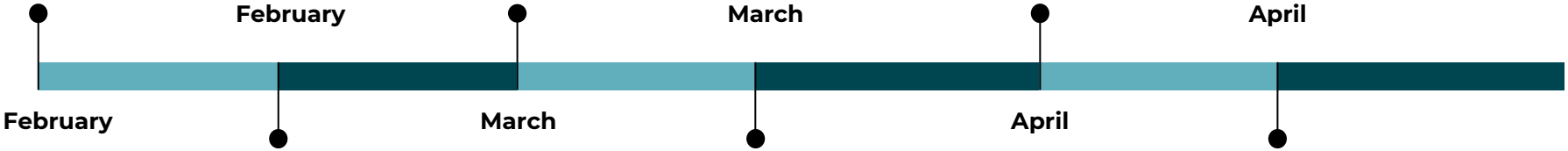
Launch an updated decision-making body to coordinate planning for the Brown Ranch site, ensuring transparency, accountability, and collaboration.

Revise Group Membership

Brainstorm Planning Process
Develop possible End State, Decision Making, and Community Engagement approaches

Design planning process

Determine what level and type of community engagement is appropriate for each set of decisions.



Establish a New Governance Structure

Clarify decision-rights and communication pathways between the City Council, YVHA Board, County Commissioners, and community.

Finalize Planning Process

Break out the different planning milestones in terms of their technical knowledge, value implications, and resources requirements

Revise and adopt plans

Make the final changes to the governance structure and planning process

Adjusted Timeline

Establish a New Governance Structure

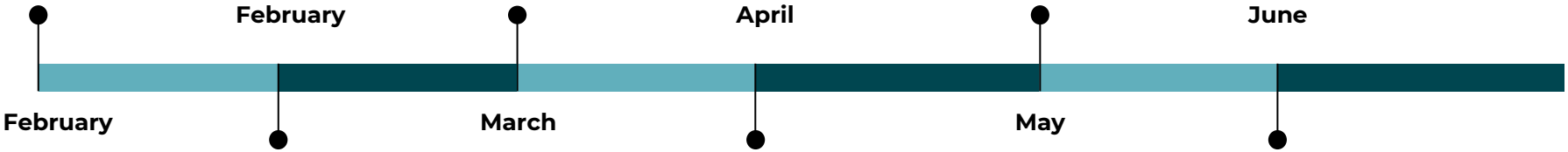
Launch an updated decision-making body to coordinate planning for the Slate Creek Neighborhood, ensuring transparency, accountability, and collaboration.

Revise Group Membership

Brainstorm Planning Process
Develop possible End State, Decision Making, and Community Engagement approaches

Finalize Planning Process
Define the end state this group is working towards

Provide guidance on communications and community engagement priorities



Establish a New Governance Structure

Clarify decision-rights and communication pathways between the City Council, YVHA Board, County Commissioners, and community.

Finalize Planning Process

Make a consensus decision on the group name

Finalize key milestones and timelines

Do we need a meeting of all board, council, commissioners to review plan and provide input?

Revise and adopt plans

Make the final changes to the governance structure and planning process

Working Together

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Introductions

Name

Organization

Are you a slow cooker, oven, or a microwave?

Council & Board Working Agreements

Model collaboration from the start. We are committed to working together and using this process to build a strong, collaborative partnership between the City and Housing Authority. This is a shift from positional negotiation and towards working together to solve problems and realize shared goals.

Open to different perspectives. Our community is stronger when we work together. We can all have strong opinions, but to engage as effective and collaborative leaders, we need to be open minded, listen, and seek to understand different perspectives. This is critical to an inclusive and creative process.

Trust in good intentions. We all love our community. Collaborative leadership relies on trusting that everyone is engaging with good intentions and a sincere interest in the wellbeing of our community, even when we disagree deeply on the issues.

Stay focused. We need to keep focused on the task at hand, which is to guide a deliberative process that engages our community in seeking common ground on Slate Creek Neighborhood.

Trust the process. This process seeks to build common ground on contested terrain, and will require all of us to lean into the process even when the way is uncertain. To build trust with the community, we will have to have faith in the process and in each other.

Mutual respect and civil discourse. Our involvement must support and demonstrate healthy and productive discourse. Disagreement is okay, even productive, as long as we are respectful, and hard on the issues, rather than each other.

Clear and respectful communication. Our communication needs to be clear and respectful. Project communication needs to be effective for engagement to work and people to understand and track the work.

Work together towards shared goals. Our work needs to be guided by shared goals so we are clear on what we are trying to accomplish together. We recognize that the work is complex, and may change along the way, but it should unite us in a common purpose instead of dividing us across separate agendas.

Encourage community involvement. Our community is stronger when we work together. We need to show up in ways that encourage healthy community engagement and ensure the project is successful in this area.

SBII

Providing grounded feedback

Situation	Describe the situation. Be specific about when and where it occurred.
Behavior	Describe the observable behavior. Don't assume you know what the other person was thinking.
Impact	Describe what you thought or felt in reaction to the behavior.
Intent	Ask the person what their intent was to better understand their behavior.

From the Center for Creative Leadership

Group Name Recommendations

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The Neighborhood

Recommendation

- Slate Creek Neighborhood

The Governance Group

Recommendations:

- Slate Creek Planning Committee
- Slate Creek Steering Committee
- Slate Creek Planning Partnership

Additional Ideas

- Slate Creek Steering Group
- Slate Creek Collaboration Team
- Slate Creek Solutions Team/Group
- Slate Creek Partnership for Housing

Execution Group

Recommendation

- Slate Creek Project Team

Additional Ideas

- Creek Neighborhood Committee
- Slate Creek Implementation Team

Reporting Out

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Guidelines for Reporting Out

- During this time, we will just report out what we heard from our respective organizations.
- In a moment, we will fold this into revising our statements of end state, timeline, and decision-making. For now, however, we are just sharing out what we've heard.
- This means, you'll primarily be speaking from your organization's perspective, not just your own.

Decision-making Guardrails

- What can this group be entrusted to make decisions on by consensus? Note: To move efficiently, this group seeks to have broad authority to collaboratively make planning decisions
- Conversely, what types of decisions need to come back for review by their respective board or council?

End State

- What should be the end state this group should be working towards?
- What advice would others give on how to clarify priorities between the groups' brainstormed end state elements:
  - Scaled
  - Neighborhood
  - Improve affordability
  - Community Supported
  - Homes for Our Community
  - Feasible -> Can be done
  - A mix of uses that complement affordability

Decision-Making Timeline

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Sticky Notes

Directions

- On your sticky notes, add key milestones, questions, engagement opportunities.
    - A **milestone** may be a key decision or action that's taken.
    - A **question** is an query that needs to be answered throughout the process to inform the final decision.
    - An **engagement opportunity** is way to engage the community in a key question before arriving at a milestone.

Decision-Making Timeline

- What should be included in a decision-making timeline that includes the following elements?
- Milestones - A key decision or action that’s taken.
- Questions - A query that needs to be answered throughout the process to inform the final decision.
- Engagement opportunity - A way to engage the community in a key question before arriving at a milestone.

Existing and Potential Milestones

Existing Milestones

Clarify Priorities

Feasibility Analysis

Scenarios

Agreement on % of Initial Phase Annexation Uses?

Complete Development Plan

Decision on Annexation (go/no)

Annexation Agreement

Vote

Finalize Entitlements

Potential Additions

Engagement Strategy for New Plan

Initiate New Planning Process

Agree on Goals/Vision

Agree on Constraints

Agree on Needs+Affordability Targets

Agree on Phasing Strategy

Complete Scenario Planning/Analysis

- ID preferred scenario

Complete Development Plan

Development Partnership Strategy

Long-term Governance Model

Additional & Clarifying Questions

- **Constraints.** Will the study underway now provide clear understanding of constraints? What types / which ones (site, capacity, political, etc)? When will it be ready?
- **Constraints + Feasibility.** Confirm for understanding: ***constraints analysis*** defines the box, ***feasibility analysis*** defines what can be done within the box. Yes?
- Do we need to add **governance and decision-making milestones**? What about longer-term?
- **Phasing Strategy.** How will we determine an appropriate phasing strategy? How will we decide the right scale and approach?
- **Shared Vision/Goals?** Should our work be grounded in shared vision with clear goals?
- Does ***"Present New Vision to Community"*** mean it is being developed without their input? Or, is this saying that we have engaged people, created a new vision, and are ready to present it?
- **Scale of this work.** Will we develop a vision/plan for the whole site that provides a sense of big picture? OR, just focus in on a vision for a smaller part (Phase 1)? What are pros/cons of each?
- **Role of scenarios.** Does everyone understand the role of the scenarios in our approach?
- **Local Funding.** Do we have a clear understanding our local funding sources?

End State

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Brown Ranch 1.0 Principles

Community Engagement Summary

Housing and Non-residential Demand

- Attainable
- Diverse
- Appropriate
- Sizeable
- Timely

Infrastructure

- Water
- Transportation
- Energy
- Stormwater
- Sustainability

Urban Planning

- Planning
- Buildings
- Open Space
- Transportation
- Sustainability
- Streetscape

Natural and Built Ecosystem

- Ecosystem
- Energy
- Materials
- Resilience
- Water
- Wellbeing
- Cross Cutting Themes

Project Economics and Stewardship

- Simplicity
- Wealth Building
- Mobility
- Affordability
- Communication Education and Relationships

Health Equity

- Cross cutting opportunities
- Safe, stable housing
- Mental health
- Access to essential services
- Access
- Health, smoke, and air quality
- Healthy food
- Traffic safety

DST Principles

Final DST Summary

Design Principle	Weighted Average
Ensure transparency, rebuild trust with the community	4.7
Prioritizes homes for locals	4.68
Responsibly address infrastructure costs and long-term sustainability (including flexible design, feasibility studies, and creative financing)	4.53
Incorporates essential services like transit and groceries	4.48
Includes a wide range of unit types and income levels	4.21
Design a smaller-scale, mixed-use housing development	3.68
Incorporates open space	3.5
Incorporates market-rate options	3.19

Key Themes

Final DST Summary

Affordability

The purpose of building community housing at the Brown Ranch property is to help address the community's severe affordable housing needs. Phase 1 made clear that the community wants to see a diverse range of housing types and affordability levels to meet the different needs present in the community. This presents an opportunity to create diverse mixed income neighborhoods, but depends on blending multiple tools to create affordability at different levels for both rental and ownership. In addition to understanding the specific approaches for developing affordable homes, Phase 2 will need to explore the potential role of market rate housing, which may play a role in the feasibility of future development.

Feasibility

Any proposed plan or project must be feasible to build. Development feasibility is always a critical factor, but is more dynamic and challenging for affordable housing projects. This means that most below market housing requires creative financing and subsidy to be feasible. Even with the land donated, developing a feasible approach for Brown Ranch - one that addresses key infrastructure and service needs - is essential to moving forward.

- Infrastructure and utilities
- Development partnership structure - as above, an approach is needed that creates the capacity needed to carry out a successful project, enables effective collaboration between the City and YVHA, and changes the role of YVHA
- Operation and management
- Funding and finance

Place

Ultimately, any project or projects at Brown Ranch must result in quality places that reflect the types of buildings, neighborhoods, and public spaces people want to have in the community.

- Transportation systems
- Building and neighborhood design
- Parks, trails, open space

Prioritization

Directions

- Rank the following elements in order of importance.
    - Scaled
    - Neighborhood
    - Improve affordability
    - Community Supported
    - Homes for Our Community
    - Feasible -> Can be done
    - A mix of uses that complement affordability

Draft Your End Statement

Describe our final output. Are we Creating a plan? Developing solutions? Implementing a future?

What are the different design principles that need to be balanced in the final solutions? What terms do we need to use that will resonate with the larger community?

Develop solutions for Slate Creek Neighborhood that balance _____, _____, _____, _____, _____, while ensuring _____, _____, and _____ are the top priorities.

Based on our discussion, what are the key elements that need to be emphasized as most important?

Community Engagement and Communications

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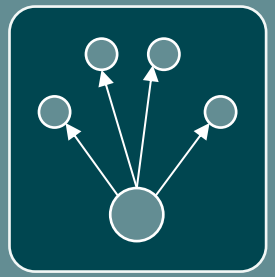
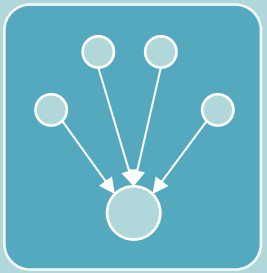
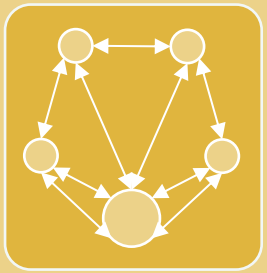
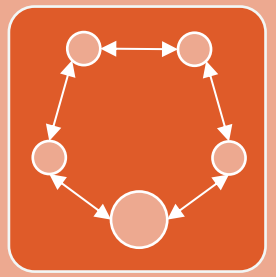
IAP2 Spectrum of Public Participation

Communications

Community Engagement

	Inform	Consult	Involve	Collaborate	Empower
Goal	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
Relationship					

Communications

Principles

- Transparent
- Accessible
- Frequent
- Persuasive (What's in it for you)
- Others?

What would these principles look like in practice?

Community Engagement

Principles

- Responsive (to previous engagement)
- Efficient
- Inclusive
- Rooted in expertise
- Foster community support

What would these principles look like in practice?

Polarity Mapping

Positive (+)

Get fresh oxygen

Clean out carbon dioxide

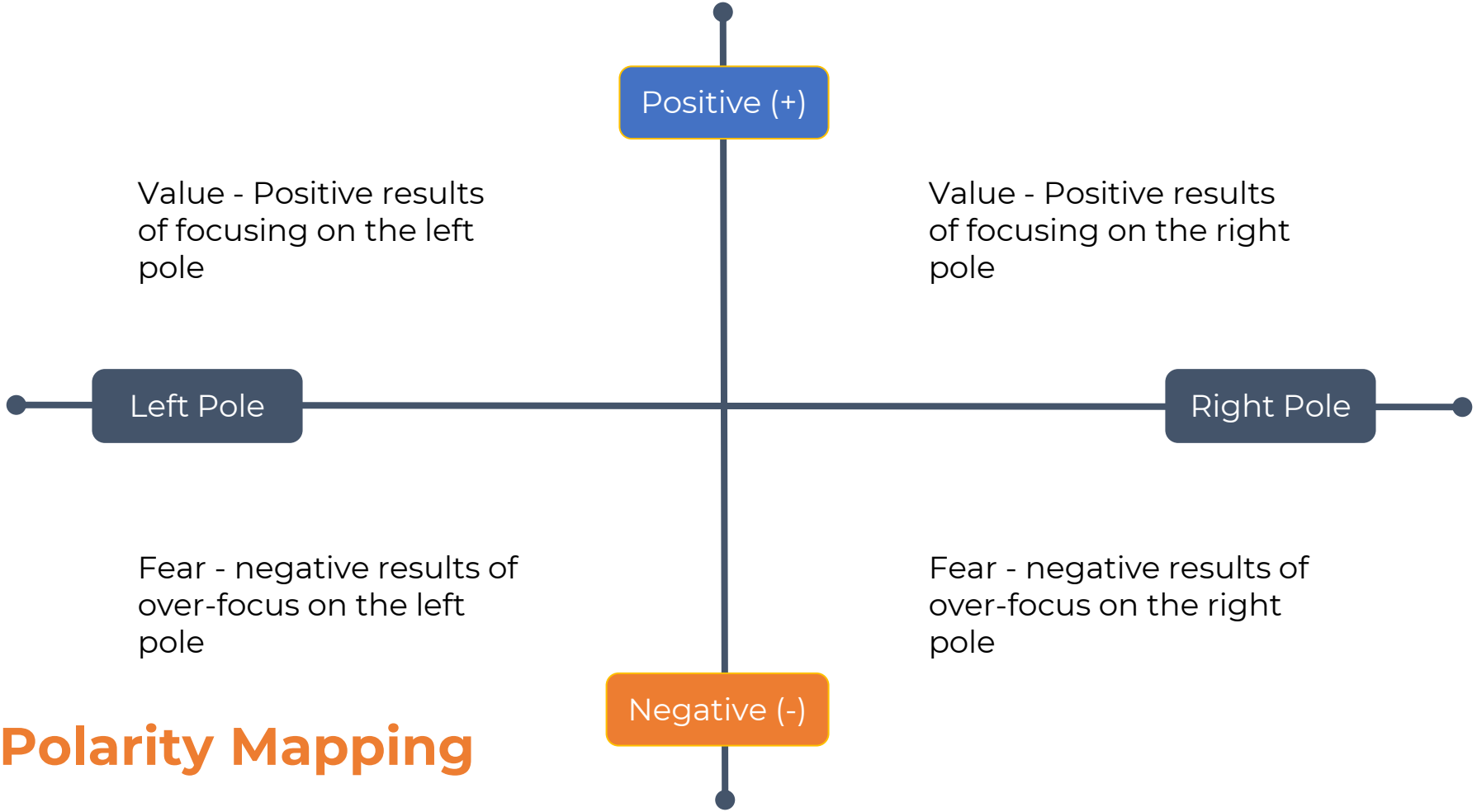
Inhaling

Exhaling

Too much carbon dioxide

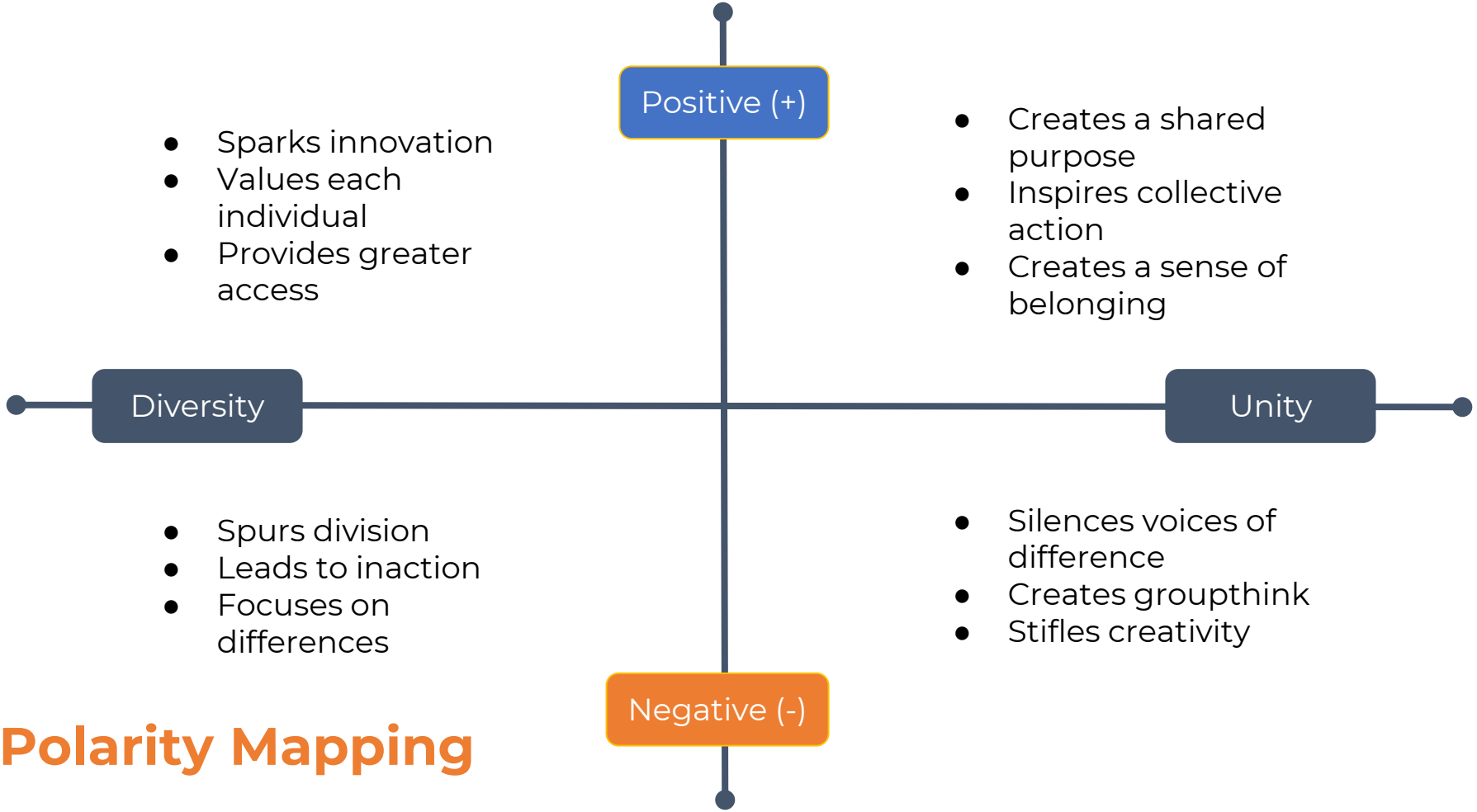
Lack of oxygen

Negative (-)

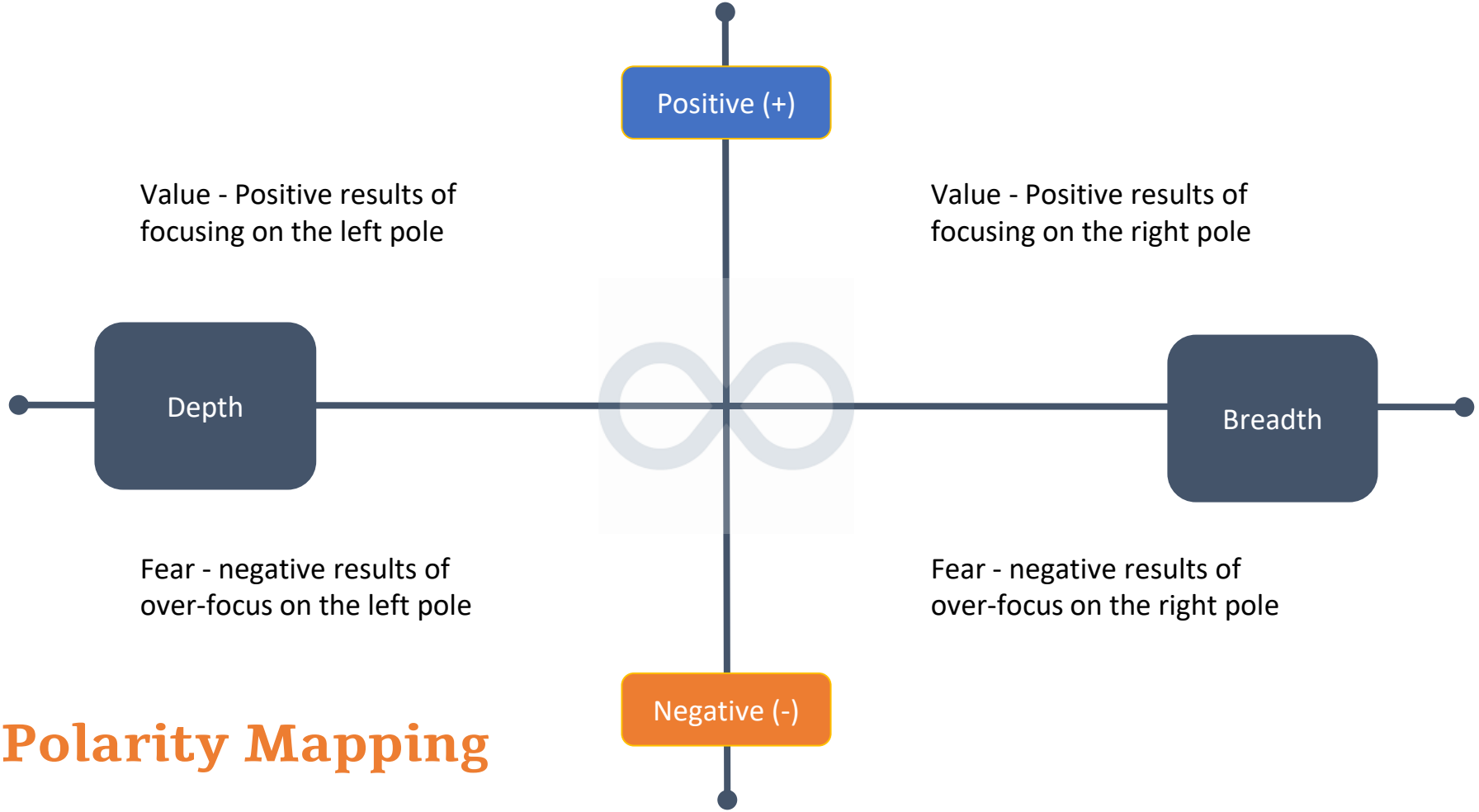


Polarity Mapping

Polarity Mapping



Polarity Mapping



Exploring Polarities

Directions

- Get into groups of three, each with a polarity map.
- Begin with quiet reflection on sticky notes. Generate different positives and negatives for focusing on each pole in our approach to community engagement. Put each idea on it's own sticky note.
- Share out as a group, adding each of your sticky notes to the easel paper.
- Rotate to other groups and add any missing items.

Prioritization

Directions

- Place a blue dot on milestones/questions that need:
  - Depth
  - Technical Expertise
  - Efficiency
- Place a green dot on milestones/questions that need:
  - Breadth
  - Lived Experience
  - Inclusion

Scheduling (Discuss Options)

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Possible Dates

Times with at least 4 votes (Green have 6 votes)

- June 4th, 9-12
- June 5th, 9-12 or 1-4
- June 10th, 1-4
- June 17, 1-4
- June 18, 9-12
- June 24, 9-12
- June 26, 9-12 or 1-4
- July 22, 9-12
- July 23, 1-4

ATTACHMENT 2

Brown Ranch Governance Group Meeting

March 26th, 2026 - 8:30-11:30 am – Vectra Bank, 2nd Floor Conference Room (270 Anglers Dr)

Meeting Summary

About the Meeting

Staff, elected officials, and appointed board members from the Yampa Valley Housing Authority (YVHA), City of Steamboat Springs, and Routt County met to explore what a future planning process for Brown Ranch could look like. In particular, the group worked on the following objectives during the meeting:

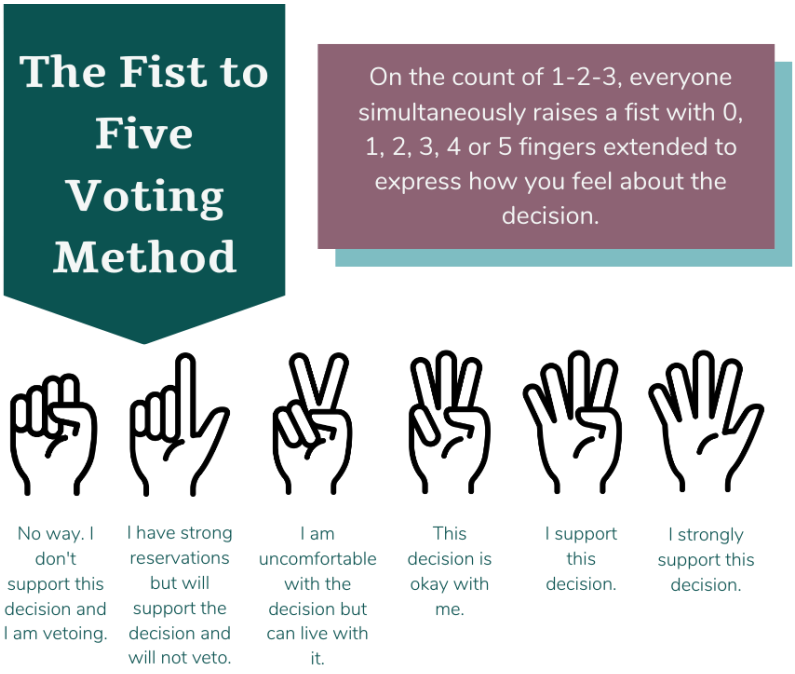
- Improve our ability to collaborate across entities by reflecting on our working agreements
- Ensure the group has consensus regarding membership
- Make a consensus decision on the group name
- Define the end state this group is working towards
- Begin drafting key milestones and timelines

Who Attended?

Jason Peasley, Executive Director, YVHA
Lou Tortora, Board Member, YVHA
Kathi Meyer, Board Member, YVHA
Tom Leeson, City Manager, City of Steamboat Springs
Gail Garey, City Council, City of Steamboat Springs
Dave Barnes, City Council, City of Steamboat Springs
Jay Harrington, County Manager, Routt County
Angelica Salinas, Commissioner, Routt County

Key Decisions

The following decisions were made by consensus using fist-to-five voting, where each participant needed to be at a 3 or above to reach consensus. To view more about the discussion that led to these decisions, see the Full Meeting Notes section (below).



<u>Membership</u>

- The group decided to increase membership in the group by extending an additional seat to a Routt County Commissioner. The steering committee will be comprised of two board members from YVHA, one staff member from YVHA, two members of Steamboat Springs City Council, one staff member from the City of Steamboat Springs, one staff member from Routt County, and one Routt County Commissioner. Each entity will select their representatives. Based on this, the final membership will be:
    - Jason Peasley, Executive Director, Yampa Valley Housing Authority
    - Lou Tortora, Board Member, Yampa Valley Housing Authority
    - Kathi Meyer, Board Member, Yampa Valley Housing Authority
    - Tom Leeson, City Manager, City of Steamboat
    - Gail Garey, City Council, City of Steamboat
    - Dave Barnes, City Council, City of Steamboat
    - Jay Harrington, County Manager, Routt County
    - Angelica Salinas, Commissioner, Routt County

<u>Group Name</u>

- The group reached consensus to rename the project they are working toward (previously Brown Ranch). From here on out, the property and initial efforts to create a development proposal will be referred to as the Slate Creek Neighborhood.
- From this, the group generated a few possible names to refer to this decision-making group, but opted to seek advice from their respective communications teams to finalize an option. Options included the Slate Creek Neighborhood Collaborative, Slate Creek Planning Collaborative, and Slate Creek Steering Committee.

<u>Scheduling</u>

- The next two meetings will take place on:

    - Thursday, April 30th from 2:00 pm-5:00 pm
    - Friday, May 1 from 9 am-12 pm
- During the upcoming sessions, the group will:
    - Finalize an end state statement that describes the overall goal this group is moving toward in their planning for the Slate Creek Neighborhood by clarifying priorities.
    - Refine the decision-making timeline with key milestones, questions, and community engagement opportunities based on input from their respective entities (draft decision-making timeline created on March 26, see below).
    - Conduct a deeper dive on possible communication and community engagement strategies based on input from communication teams at their respective entities.
- To inform that meeting, each member should solicit input on the following topics:
    - Decision-making Guardrails:
        - What can this group be entrusted to make decisions on by consensus? Note: To move efficiently, this group seeks to have broad authority to collaboratively make planning-level decisions.
        - Conversely, what types of decisions need to come back for review by their respective board or council?
    - End State:
        - What should be the end state this group should be working towards?
        - What advice would others give on how to clarify priorities between the groups' brainstormed end-state elements:
            - Scaled
            - Neighborhood
            - Improve affordability
            - Community Supported
            - Homes for Our Community
            - Feasible -> Can be done
            - A mix of uses that complement affordability
    - Decision-Making Timeline:
        - What should be included in a decision-making timeline that includes the following elements?
            - Milestones - A key decision or action that's taken.
            - Questions - A query that needs to be answered throughout the process to inform the final decision.

            - Engagement opportunity - A way to engage the community in a key question before arriving at a milestone.
        - Respond to what's missing or should be changed about the draft decision-making timeline generated by the group.
    - Additionally, project team staff (Brad Calvert and Emily Katzman) will work with respective communications teams to solicit advice on the following:
        - Provide new name options back to communications teams to provide final recommendations back to this group for decision-making.

Full Meeting Notes

Overview

Kale McMonagle (Civic Canopy) facilitated the group while Clark Anderson (Community Builders) provided expertise on lessons learned from similar housing projects that could inform Steamboat's approach.

Kale began with an overview of the day that included centering on the group's purpose: build a collaborative effort to define the next decision-making steps for Brown Ranch. Then she outlined the objectives for the meeting:

- Improve our ability to collaborate across entities by reflecting on our working agreements
- Ensure the group has consensus regarding membership
- Make a consensus decision on the group name
- Define the end state this group is working towards
- Begin drafting key milestones and timelines

Lou expressed concern that the elements of the agenda had changed since the group last met, which creates difficulties in both knowing what to expect for the next meeting, soliciting input from their respective entities, and having the ability to influence the next agenda. Kale explained that the project team decided to change the agenda after the community engagement brainstorm revealed that many of the community engagement options would not be limited to engagement in just the governance group, but rather throughout the process. As a result, the facilitators felt we needed to define the end state and key milestones before we could address community engagement. Kale, however, acknowledged the impact that this decision had and committed to maintaining clear lines of communication for future agendas.

Lou also clarified the decision-making procedure, asking whether the group had decided to just utilize consensus or agreed to attempt consensus three times on a given decision before moving toward a majority decision. Kale and the group affirmed that while a potential backstop vote was considered, the group ultimately agreed to use consensus because of the need to be fully on the same page this time.

Working Together

Kale then began the meeting with an activity that asked each person to pair up with someone from another organization. There were two rounds. Each person took turns being the questioner and the receiver. The receiver does not speak. The questioner poses questions to the receiver, starting with the phrase, “I wonder,” before asking a question. Afterwards, the group reflected on the experience of the activity. They reflected that, as the person receiving questions, it was hard not to come up with answers immediately and stay focused on the next question. As the asker, some reflected that it was hard to know what the most appropriate questions would be, while others said they didn’t worry about that because it was simply about engaging in curiosity. Overall, the activity was used as an experience in leading with questions rather than answers, leaning into curiosity rather than assumptions as a way to build trust across the group.

Then the group reflected on their group agreements to check in on what was working well and what could be improved. Kale introduced Situation, Behavior, Impact, Intent (also provided as Attachment 1 to this meeting summary) as a format for providing feedback on the impact of someone else’s behavior and building the group’s tools for engaging in conflict.

During this discussion, Dave raised a question about the degree to which the group is making decisions and informing their respective entities or getting input from them on the decisions the group is making. After a discussion that raised the importance of:

- Checking in to get input from folks who are interested in the decisions being made but aren’t at the table.
- Being able to have enough authority as a group that it's possible to make decisions without checking back in on every little thing.
- Avoiding the previous perception that the prior group (BRAC) was making decisions without enough input from folks outside the group.
- Recognizing that there are some matters that a given entity has purview over, and this group cannot make decisions without their approval (e.g., appropriating funds).
- Acknowledging that this process will automatically be different because the group will make decisions by consensus, not negotiation.

The group decided to raise this question with their respective entities and come back to clarify the guardrails for decision-making in this group.

During this discussion, Gail also raised that it was difficult to honor the working agreement around working together on shared goals, because we hadn’t yet determined a shared goal. Kale brought the group back to the purpose statement to build a collaborative effort to define the next decision-making steps for Brown Ranch as the group’s interim shared goal before they are able to arrive at a shared goal for what is now the Slate Creek Neighborhood.

Group Membership

Since the previous meeting, Angelica returned from PTO, reviewed the meeting, and indicated interest in serving in the group. Previously, limited time and capacity were cited as one possible reason that the group would omit the participation of a county commissioner seat in the group. Additionally, Dave and Tom had expressed concerns that this could impact the optics of the group with Commissioner Salinas' dual role on the YVHA board and as a county commissioner, which could skew the overall membership in favor of YVHA. Prior to the March 26 meeting, Kale administered an e-vote to increase the membership of the group to include a commissioner seat, and the group could not achieve consensus. As a result, the group discussed membership with the following options:

- Maintaining a decision of 1 staff member of Routt County
- Maintaining one County seat, but switching out a staff seat (Harrington) for a commissioner seat (Salinas)
- Increasing to two seats and including both a staff (Harrington) and a commissioner (Salinas)
- Other?

Discussion (Group membership):

- Jay acknowledged that he provided information on the capacity of commissioners based on knowledge he had at the time, but he found out different information later on.
- Jay also removed himself from voting on the decision because he didn't want to influence a vote that included county representation.
- Angelica expressed feeling disrespected when watching back the meeting as she felt comments questioned her integrity and ability to hold both her position as a YVHA board member and her role as a county commissioner separately.
- Angelica also expressed that after talking with her fellow county commissioners, the county would like to have a county seat for an elected representative in the same way that the other two entities do, as the land is currently located in the county, and if annexed, will still impact many county residents who live near the property.
- Dave and Tom clarified that they didn't mean disrespect toward Angelica as an individual, but are largely worried about public perception, and that if the community feels that the process was biased in some way, they won't trust the results.
- In talking through what would make people trust the process this time, the group talked about:
    - Being clear that membership is determined by seats, not an individual person. Each entity selects its representatives, and these may change over time.

    - The nature of decision-making has changed from negotiation to consensus. Whether or not someone holds multiple roles, the group still has to come to a full agreement.
    - The importance of communicating about the group with a unified voice that instills trust in the process.

After this discussion, the group made a consensus decision to increase the county's representation to two seats and include both a staff member (Harrington) and a commissioner (Salinas).

Group Name

Next, the group discussed a name to replace their interim "Governance Group" name. Kale provided a proposed group name, Brown Ranch Joint Leadership Team (the option selected by YVHA and city staff serving on the project management team).

The group opted out of this name and similar options for a couple of reasons:

- The group wanted to move away from the name Brown Ranch to describe the land because of negative connotations and the tendency for it to engender use of racist language.
- While some like the word "joint," others disliked the word "leadership" because it too heavily emphasized this group as having some particular, special answer, rather than being a community decision.
- Some preferred the old language of "steering committee" as a straightforward descriptor, but wanted to add a new name in place of Brown Ranch.

While it was acknowledged that the previous name was selected in honor of the previous family who owned the land, the group decided to focus on the geographic features of the site and a word that described the type of community they wanted to create there by adding the word "neighborhood." As a result, the group made a consensus decision to rename the land as the Slate Creek Neighborhood.

Clark provided advice on the group name, offering that for many of the groups he works with, the name offers an intention of the type of work the group wants to achieve together. For this reason, the group may opt to select a name that describes the type of collaboration or partnership that this group seeks to work within. The group discussed some of the words they'd like to see included to set an intention:

- Steering:
    - Evokes the group's role in guiding the process
- Planning:
    - Indicates the group will be generating a plan, which was a criticism of the previous round

    - Could have a negative connotation that this group would be talking, but not acting
- Partnership:
    - Indicate the relationship between entities as a collaborative one
    - Could also sound like a corporate development initiative
- Neighborhood:
    - Focuses on what is being built
    - Doesn't describe the purpose of this group and makes the name too wordy
- Collaborative:
    - Describes the intention to work together as a group

Without a clear winner emerging, Kale moved to pin this conversation for the next meeting after soliciting advice from communication teams, with the addition of the new name for the land, Slate Creek Neighborhood.

End State

Next, the group began generating a shared end state they would be working toward. To begin, each filled in the blank in the following statement:

- "This time around, we're working toward _____ for Brown Ranch."

Each response was then read aloud, anonymously. These are the responses:

- A phase 1 neighborhood annexation proposal of a scale the public will rally behind
- Homes
- Phased affordable (I.e. housing development) that allows rapid implementations
- Success
- A neighborhood which is useful, active and full of our workforce
- Feasible affordable neighborhood development
- This time around we're working toward a small. Well planned neighborhood so the community can see success
- Successful annexation of ½ to ¼ of land
- A community supported annexation agreement and phased development plan that addresses the needs of our local workforce (and those who have worked in our community) in perpetuity while maintaining the characteristics that define our small town culture

Following the share-out, the group discussed the areas of common ground among their different statements. In the end, this included an approach that would balance the following elements:

- Scaled
- Neighborhood
- Improve affordability
    - In perpetuity

- Community Supported
- Homes for Our Community
    - Neighborhood
- Feasible -> Can be done
    - Costs - Revenue
- A mix of uses that complement affordability

Throughout the discussion, areas of divergence also emerged.

- The group discussed that the most likely path was annexation, knowing that even if the land stayed within the county, it would require an agreement with the city to provide key services (i.e., agreement to purchase water). However, the group couldn't say with absolute certainty that the end goal was to move toward annexation, knowing what a negative connotation annexation now has. Instead, the group opted to focus on the type of solution they'd like to build and included decisions regarding annexation in the timeline.
- The group considered words like phased, but opted for scaled to better describe that this would occur in smaller increments and scale up over time, whether that be in terms of the annexation process or the timing of the development process.

The group went back and forth on how to balance multiple priorities and respond to the criticism they heard from the community in the last phase. Ultimately, the group felt that increasing affordability for the community was really important, but felt that this time around, the group would need to balance that need with creating a community feel that people could see as part of the larger community and make it feasible to implement, which could include market-rate housing that offsets the cost of development.

Some in the group also expressed concerns that by focusing too much on plans beyond housing, like commercial use or parks, the group would try to do too many things at once and end up not being successful again. In the end, the group was able to generate a list of elements they would need to balance in any final solution but will seek input from their respective entities to get a sense of how to prioritize the different elements.

Working Backwards

After generating a draft concept of the end state, the group began working backwards to develop a planning timeline that would include:

- Milestones - A key decision or action that's taken.
- Questions - A query that needs to be answered throughout the process to inform the final decision.
- Engagement opportunity - A way to engage the community in a key question before arriving at a milestone.

Each person generated a set of milestones, questions, and engagement opportunities on sheets of paper. Then the group was able to contribute their ideas to a shared timeline, working together to draft the general order in which these different items should occur. See the following page to view the full brainstorm from the March 26 meeting.

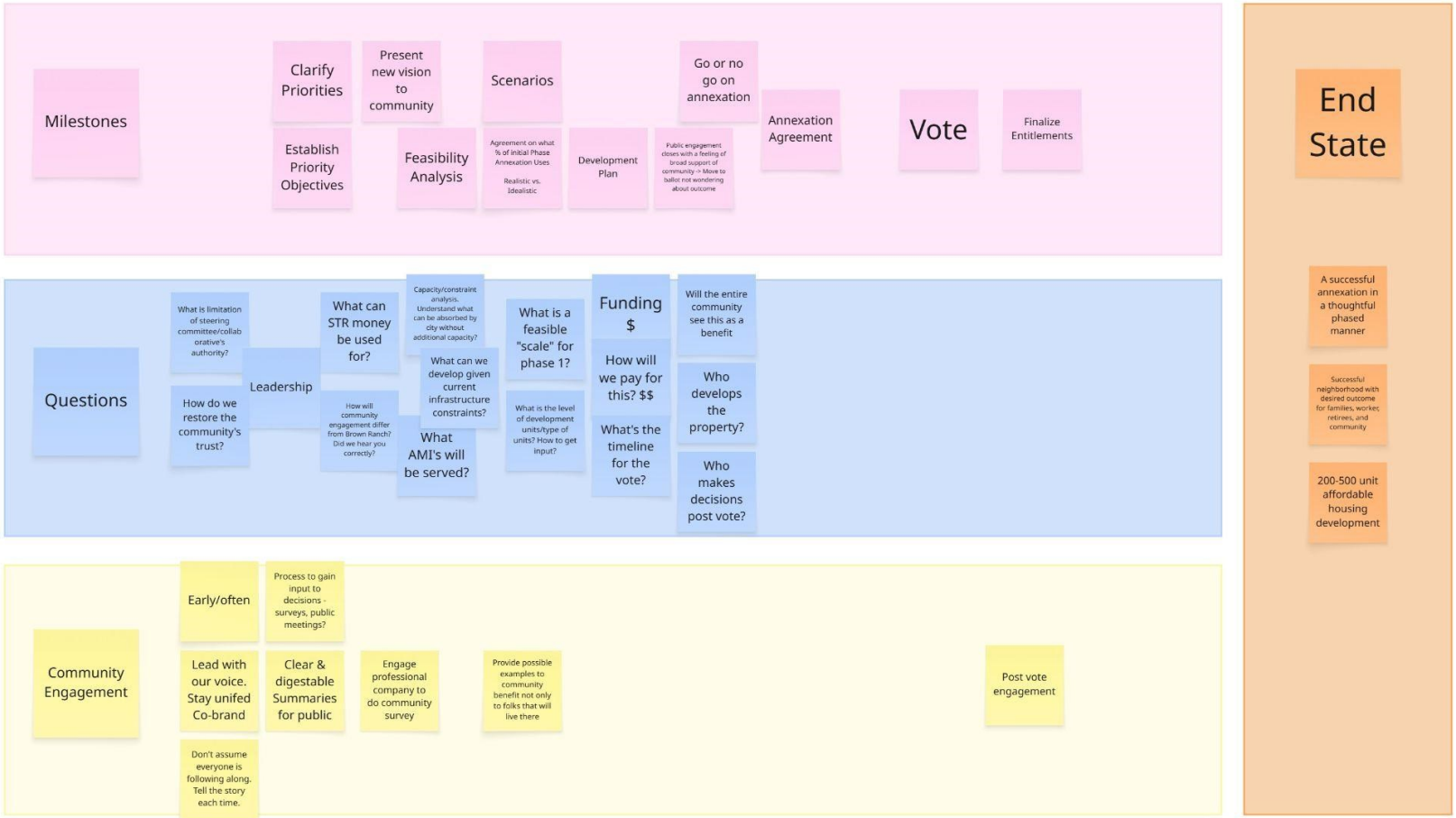
Scheduling

Finally, the group ended the meeting by confirming the dates for the next two meetings.

- Thursday, April 30th from 2:00 pm-5:00 pm
- Friday, May 1 from 9 am-12 pm

Slate Creek Neighborhood

Decision-Making Timeline Brainstorm



THE CIVIC CANOPY

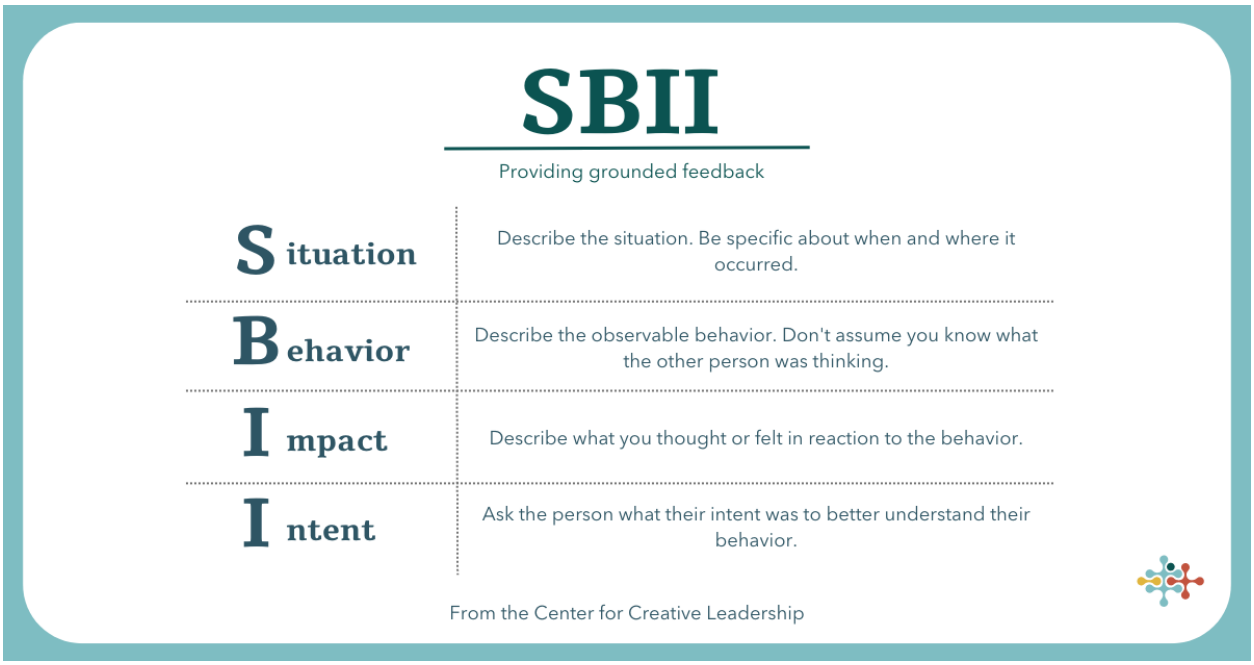
TOOL SITUATION-BEHAVIOR-IMPACT-INTENT

OVERVIEW

When working with others in a collaborative setting, conflict is sure to arise. If left unaddressed, a group may experience a shift in attendance and participation, an impact in energy and enthusiasm, and shifts in interpersonal relationships – ultimately impacting a group's ability to reach the goal it set out to accomplish. According to the Center for Creative Leadership, SBII invites users to, "close the gap between intent and impact by clarifying the situation, describing the behavior, explaining the impact [and] exploring intentions]."

WHEN TO USE

SBII is helpful when engaging in conflict is not something you are generally comfortable doing. It provides a simple structure that helps outline your thoughts before approaching someone with feedback. SBIIs are shared as close to the moment of impact as possible so that feedback is received quickly, and a path forward can be explored.



HOW TO USE

Start by grounding yourself in the different parts of the SBII. You can take mental notes, write your thoughts down, or ask a trusted colleague to verbally move through the exercise with

Adapted from the Center for Creative Leadership

you as you lay out the different sections. This trusted colleague is not the person you plan on sharing the feedback with but more someone to support verbal processing.

Situation: When and where did it happen?

Think about when and where impact occurred. Was it in a meeting? Over email? During a conversation at the proverbial water cooler? Was it this morning? Last week? The more specific the better.

Behavior: What was the action I observed?

Think about the specific action someone took that had an impact on you. Perhaps it was them cutting you off mid-thought, taking initiative on getting a task done, or moving an important keepsake from your desk. It will be tempting to think about, write down, or talk about patterns of behavior; SBII invites us to think about a moment in time rather than patterns.

Impact: What did I feel/think/do?

Once the action occurred, what was the impact on you? What did you feel and where did you feel in your body? Which feeling words became true for you (e.g. discomfort, relief, hope, frustration)? Did your stomach start hurting or did your temperature rise? Did your thoughts become more rapid or slowed? Did the action lead you to *do* something in response? Dropping into your body, thoughts, and actions helps us be able to articulate how someone's actions directly impacted us.

Intent: What am I left curious about?

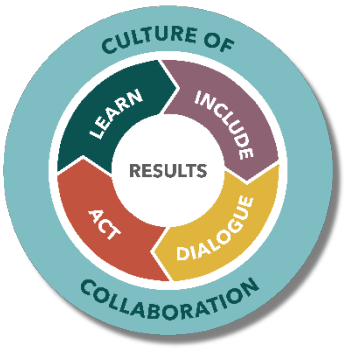
What are you left unclear about from the situation and behavior? Perhaps what motivated the person to do what they did? Exploring intent helps get a better understanding of the other person's point of view.

Once you have gathered your thoughts, decide on a plan to share this feedback with the person who impacted you. It could be in a text, email, in person, or phone call – a time and method that feels safe to you and a situation where the feedback can be best received. Something to anticipate is that while you can control how and when you give feedback, you can't control how the person receives it and what they do with it. It does not guarantee changed behavior; it guarantees you using your voice to share about something that impacts you.

COMMUNITY LEARNING MODEL

Culture of Collaboration

Strengthen the capacities that support collaborative work such as facilitative leadership, communication, information sharing and shared accountability. These elements strengthen the ability to move through the stages of the Community Learning Model.



Situation-Behavior-Impact-Intent (SBII) is a tool for the Culture of Collaboration phase of the Community Learning Model. To learn more about tools for dialogue and the other areas of the Community Learning Model, visit civiccanopy.org/clm.

ATTACHMENT 3

Steamboat Springs Brown Ranch Community Solutions

Phase 1 Summary Final Report

September 10, 2025

community builders

THE CIVIC CANOPY

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Executive Summary

Difficult Choices: Understanding Divergent Views on Brown Ranch

Steamboat Springs has long faced a shortage of homes affordable to locals. Like other mountain towns, residents across income levels struggle with limited options. The community recognizes that affordability is essential to sustaining its character, supporting workers, and keeping the economy healthy.

Four years ago, the Brown Ranch property was donated through the Yampa Valley Housing Authority (YVHA) to provide land for affordable housing. Removing land costs—a major barrier—created a rare opportunity. Yet consensus has been elusive. The scale that makes Brown Ranch promising also raises questions about cost, infrastructure, traffic, and growth. For a city already straining under service limits, Brown Ranch accelerates needed investments.

These challenges force difficult questions: How much growth, and where? How much will we invest so locals and future generations can stay? How do we balance affordability with preserving character? Who truly belongs in our community?

Steamboat is not alone in facing these issues. What sets it apart is that it still feels like a "real town," and preserving that character—avoiding the fate of Aspen, Vail, or Telluride—is critical. Brown Ranch, with all its complications, represents a once-in-a-generation chance to address housing at a scale few communities could attempt. This context is critical to understanding the dynamics surrounding Brown Ranch. These are not just technical or financial challenges—this is about how a small mountain town navigates change. As difficult as it may be for people to believe, most of the differing perspectives on Brown Ranch are rooted in legitimate care and concern for the community.

The Brown Ranch Community Solutions Project

When voters rejected annexation of Brown Ranch in 2024, one fundamental question remained: did they oppose housing at Brown Ranch itself, or only the plan and process that had been put forward? Put differently, might voters have supported a different approach? Beneath that was another: can the community afford to walk away from such a rare opportunity to address one of its most pressing challenges—local housing?

These questions led the Steamboat Springs City Council to ask whether bringing diverse perspectives together could yield a new approach with broader support. That decision launched the Brown Ranch Community Solutions project (BRCS).

The process was designed for dialogue and deliberation—an opportunity for people with different views to work through disagreements, grapple with the complex issues surrounding Brown Ranch, and identify solutions that could inform a new plan with wider community backing.

From the outset, BRCS aimed to address critiques of the prior effort. A **Situation Assessment**, based on numerous interviews, highlighted concerns: lack of transparency, inadequate voter engagement, unresponsiveness to input, unreliable or misleading information, and a divisive "us vs. them" dynamic that undermined collaboration.

BRCS set out to do things differently: putting deliberation, dialogue, and transparency at the center, letting the community drive the conversation with City and YVHA support. It recognized that shared direction begins with shared understanding of interconnected issues, and trusted that when people with opposing views engage openly—and listen to one another—they are more likely to find workable solutions.

Process Approach

The approach blended broad community engagement with a focused working group. The aim was both to reflect the full spectrum of public perspectives and to create a collaborative problem-solving environment where a smaller group could build shared understanding over five meetings.

An intentionally diverse group of 40 residents, selected by random stratified lottery to reflect the diverse opinions of the community, came together as the Deliberation and Stewardship Team (DST). Their Phase 1 charge was not to design a plan, but first to ask whether Brown Ranch could be a viable option for addressing the community's housing needs—and only if so, to begin setting the stage for how it might work in Phase 2. Over five months, the DST worked through structured deliberation, inquiry teams, and community workshops to test assumptions, surface values, weigh trade-offs, and most importantly, reach a shared understanding of the issues at hand.

Over five months, the DST engaged in structured deliberation, inquiry teams, and community workshops to test assumptions, surface values, weigh trade-offs, and, most importantly, develop a shared understanding of the issues at hand.

Key insights emerged from this work:

- **Shared community values** center on Steamboat's sense of connection, its "real town" character, and access to nature, paired with concerns about losing identity, affordability, and inclusiveness.

- **Housing needs are urgent and wide-ranging**, spanning restaurant workers to teachers to healthcare providers. Left unaddressed, these gaps threaten the community's economy and quality of life. Brown Ranch is but one of several solutions, including infill and strategically planning for housing as a region, that the community will need to pursue.

- **Brown Ranch is part of a larger puzzle.** Brown Ranch is part of a broader set of interconnected issues. In addition to housing needs, these include traffic, infrastructure and service provision, demographic change, regional growth pressures, and a changing economy.

While it cannot solve these problems, it is also not solely responsible for exacerbating them. These challenges will exist and need attention regardless, and Brown Ranch could be, along with other strategies, one important solution.

- **A viable Brown Ranch design must balance affordability, feasibility, and place**. The DST emphasized transparency, prioritizing homes for locals, responsibly addressing infrastructure costs and service needs, and including a wide range of unit types and income levels.

While disagreements and frustrations remained, in the end a nearly unanimous DST agreed that Brown Ranch remains a viable path worth pursuing into Phase 2. Their final meeting underscored both the progress made—29 of 36 key statements reached over 70% agreement—and the continued need for careful design to ensure a proposal voters can support.

Phase 2 will build on this foundation by moving from "if" to "how." Smaller action teams, new advisory structures, and broader community engagement will focus on shaping scenarios that meet the principles identified in Phase 1. The goal is not to predetermine outcomes, but to ensure that any future Brown Ranch proposal is grounded in shared values, transparent trade-offs, and a process that the community can stand behind together.

1. Purpose And Background

In early 2023, the Yampa Valley Housing Authority (YVHA) petitioned the City of Steamboat Springs for the annexation of approximately 420 acres of land on the western border of the city limits. The land was acquired by YVHA through a donation from an anonymous benefactor. The housing authority used a variety of methods and tools to capture community feedback to inform the development approach for Brown Ranch. The Brown Ranch property is within a designated growth area for the City of Steamboat Springs and existing City plans establish the expectation that development in West Steamboat will create affordable housing accessible to the working people of Steamboat Springs and Routt County.

The Brown Ranch Annexation Committee (BRAC) was formed in 2023 to negotiate the Annexation Agreement outlining the terms and conditions of the City and YHVA in connection with the annexation of Brown Ranch. The BRAC was composed of two members of the YVHA Board, the City Manager, the YVHA Executive Director, and two City Council members. On October 18, 2023, City Council adopted Ordinance No. 2933 for the purpose of annexing Brown Ranch on the terms and conditions set forth in the Annexation Agreement between the City and the YVHA. After receiving a valid referendum petition on November 17, 2023, City Council referred the petition to the voters. On March 26, 2024, voters rejected Ordinance No. 2933 by a vote of 58% against and 42% in favor.

Finding a pathway forward: A deliberative problem-solving process

In the early 2024, the Steamboat City Council directed staff to seek assistance with a new process for Brown Ranch. In May 2024, the City of Steamboat Springs released an RFQ seeking consultant support to guide a process that engages community members, the City, and YVHA in learning and

collaborative problem solving to find a path forward for Brown Ranch. The election had deeply fractioned the community, creating intense disagreement about how to address affordable housing and the future of Brown Ranch. Rather than begin working on a new plan, the City agreed that it needed to take a step back, understand the conflict, and try to build a more collaborative path forward.

In August 2024, the City of Steamboat Springs contracted Community Builders and Civic Canopy to:

- Co-design a community engagement and public deliberation strategy for the purpose of engaging a wide variety of stakeholders and community members regarding the rejection of the proposed Brown Ranch annexation.
- Execute a transparent and productive public deliberation process to move affordable housing solutions and Brown Ranch forward.

This phase of the Brown Ranch Community Solutions project was funded through a grant from the Belonging Colorado Fund, a fund of The Denver Foundation. Belonging Colorado endeavors to bring people together in new ways, grow resilience in the state, and expand Coloradans' sense of who belongs. At a time of intense challenges—social, economic, and environmental—it is more essential than ever that Coloradans work effectively across differences to bridge divides and support the long-term health, resilience, and well-being of our state. The City of Steamboat Springs was one of 15 organizations (out of more than 330 that applied) selected to join the inaugural Belonging Colorado Cohort. Members of the Belonging Colorado Cohort, including the city, are pursuing multi-year projects to put into practice innovative approaches to building connections across lines of difference, laying the groundwork for even greater belonging activity in our state.

2. Phase 1 Process

The Community Builders team worked with staff from the City and YVHA to co-create a process to bring the community together in a deliberative learning and problem-solving process seeking opportunities to move Brown Ranch forward. A major goal of this process included changing the mindset from past efforts to help the community focus on the issues, rather than "opposing" groups. The process was designed to advance the following strategies.

- Strengthen collaboration and partnership between the City and YVHA.
- Create a shared understanding with the community for Brown Ranch.
- Work to bridge divisions and rebuild community trust.
- Meaningfully engage the community in learning, dialogue, and problem solving.
- Provide effective community outreach to provide a variety of opportunities to get involved

Some underlying project assumptions of this phase include:

- The City of Steamboat Springs acknowledges that the community desires any future annexation to go to a community vote.
- The YVHA acknowledges that the size and scale of the previous Brown Ranch proposal is unlikely to gain full community support. While remaining committed to meeting housing

needs, YVHA will continue seeking opportunities to develop housing throughout its jurisdiction so that Brown Ranch becomes one important contributor to addressing regional needs rather than the sole focus of development.

A. Process Structures

Below are the structures used for this phase for collaboration and community engagement between April and August 2025.

The Project Collaboration Team (PCT) brought together leaders from the City of Steamboat Springs and the YVHA to enable effective collaboration and co-management of the project. This team provided guidance to Community Builders and Civic Canopy to incorporate information, community feedback, and provide guidance about various groups, individuals, and organizations to meet with that had differing opinions about Brown Ranch. The PCT met six times between April and August 2025.

Deliberation and Stewardship Team. (DST) This team created a collaborative structure for shared learning, productive dialogue, and group problem-solving over the course of the project. The team worked towards shared principles, goals, priorities, and strategies. The DST met five times between April and August 2025, including the April orientation meeting.

Throughout the process, we added an additional forum for diving deep into specific issues that participants raised concerns about. These resulted in three inquiry team meetings on land developability, funding and financing tools, and the final results of the Housing Market and Demand Study. DST Inquiry Teams were held between DST meetings and were optional for all DST members to attend.

Public Engagement. A variety of public engagement opportunities were provided throughout this phase for opportunities to learn, discuss, and provide feedback on the opportunities in West Steamboat and Brown Ranch. Many engagement methods were utilized to provide different parts of the community with meaningful opportunities, or “containers,” to build understanding and influence the direction of the process. This included many smaller and more targeted meetings to address barriers to participation to make it easier for people of all walks of life to engage. Between April and July 2025, two community-wide events were held, and a total of 22 small group meetings were conducted, including a meeting facilitated in Spanish.

B. Summary of Public Engagement (April - Aug 2025)

Below is a list of all the public engagement opportunities that include links to meeting presentations and summaries.

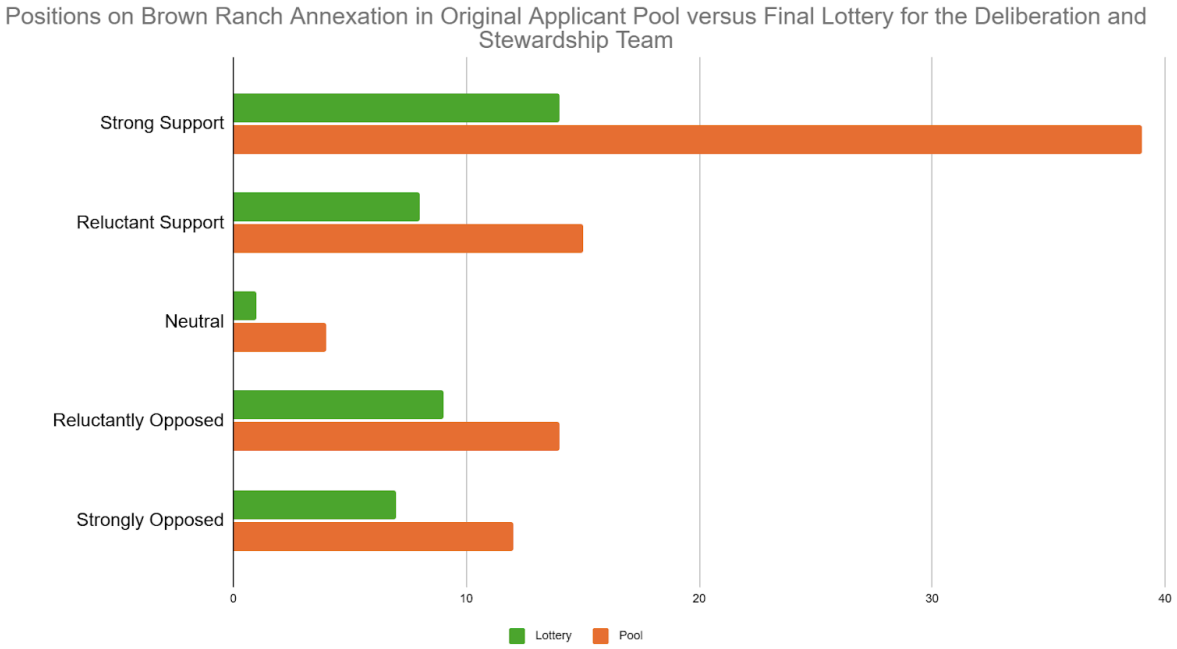
Date(s)	Engagement	Topics Covered	Documents
4/8-10	Focus Groups	General Inquiry into Perspectives on Brown Ranch	
4/9	DST Orientation	• Project Orientation • Working Agreements • Shared Community Values	• Summary • DST Selection and Roster • Meeting Slides • Working Agreements
5/7	Deliberation and Stewardship Team	• Review agreements and values • Simulation game of tradeoffs and challenges to nested challenges (housing, transportation, growth)	• Summary • Meeting Slides
5/8	Community Workshop	• Project Overview • Polling on Brown Ranch Opportunity • Discussion of Fears and Hopes for Community and Brown Ranch	• Summary • Meeting Slides
5/27	DST Inquiry Team	Land Developability	• Summary
6/3-5	Small Group Conversations	• Scenario Planning across infill, nearby community, and Brown Ranch as potential strategies for meeting housing need	• Summary
6/4	Deliberation and Stewardship Team	• Review community workshop and inquiry team findings • Preview findings from the Housing Market and Demand Study • Explore case studies from other communities • Begin drafting principles to balance Affordability, Feasibility, and Place	• Summary • Meeting Slides • Flipchart Notes
7/10	DST Inquiry Team	Funding and Financing tools for Affordable Housing	• Summary
7/17	DST Inquiry Team	Housing Market and Demand Study	• Summary
7/21-23	Small Group Conversations	Strategies for balancing Affordability, Feasibility, and Place at Brown Ranch	• Summary
7/22	Small Group Conversations	• Discuss what it takes for families to thrive, and what affordability means in practice	• Summary (English)

	(Spanish)	• Description of what their ideal housing state would look like compared to current state • Exploration of how Brown Ranch could help meet housing needs	• Summary (Spanish)
7/22	Deliberation and Stewardship Team	• Review progress to date • Discuss results of scenario planning small group conversations • Temperature check on Phase 1	• Summary • Slides • Flipchart Notes
7/23	Community Workshop	• Explore Housing Market and Demand Study results • Discuss target market for housing at Brown Ranch	• Summary • Slides
8/26	Deliberation and Stewardship Team	• Discuss survey results on key summary statements of Phase 1 findings • Final deliberation and vote	• Summary • Slides • Survey Results

3. DST Roles and Summary

A. Formation of the Deliberation and Stewardship Team (DST)

To anchor this process in community voice, the City and YVHA opened applications to anyone interested in serving on the Deliberation and Stewardship Team (DST). A total of 81 people applied, each agreeing to commit up to four hours for a monthly meeting. To ensure fairness and balance, the City and YVHA used a lottery tool ("Panelot") to randomly select 40 participants, designed to reflect the diversity of Steamboat Springs. Panelot allows you to set a maximum and a minimum number of people meeting a given criteria before running a random selection. In this case, we used two criteria, age and position on Brown Ranch, to get as balanced a group as possible. Overall, the original pool skewed in the direction of supporters of Brown Ranch and older residents. We input criteria into Panelot to ensure we had as many opposers and young people in the final selection as possible. This group was not chosen to *represent* constituencies or interest groups, but to reflect the broader community and deliberate together on behalf of it.



B. Commitment to working and learning together.

From the very first meeting, DST members co-created working agreements that set the tone for collaboration. They committed to:

- Respectful, open-minded dialogue
- Shared understanding and learning
- Trust and team culture
- Clear and accountable process

These agreements provided the "container" that allowed members to acknowledge past divisions while leaning into curiosity, honesty, and problem-solving. The group revisited these commitments throughout the process to strengthen the group's culture over time, and to identify areas that needed to be improved. For some, the focus on group norms became tedious and a distraction from the content of the process; for others, the lack of attention to these norms contributed to friction and conflict that reduced the quality of the process. The facilitation team attempted to address the tension throughout the process, and emphasized the need to establish shared goals, clear roles, and effective processes as a way to take pressure of the interpersonal friction. By the end of Phase 1, participants noted that there was more common ground than originally seemed possible given the frictions along the way.

C. What to expect in a deliberative process

Given the acrimony and polarization that occurred during the previous ballot initiative on Brown Ranch, the City and YVHA opted for a different design for this engagement process. The hope was to move through the "diatribe to deliberation" in search of more effective solutions:

- diatribe (repeating positions and disparaging others);
- debate (taking sides, scoring points)
- dialogue (listening to all views, exploring options)
- deliberation (weighing tradeoffs, making reasoned judgments together)

The DST was formed not simply to represent the existing sides of the debate, but to deliberate together and act as stewards of the community's shared interests. That meant more than holding firm to personal positions; it required listening with curiosity, testing ideas, and working toward solutions that draw on the best thinking from all corners of the community. As members of the DST can attest, this work is not easy and is frequently frustrating. But it's the kind of work that can rebuild trust over time if done well, and find solutions none thought possible.

D. Shared community values

Through group discussion among DST members, and with input from dozens of smaller community conversations, the DST surfaced a shared set of values that reflect what the community loves about Steamboat, what they are concerned about in the future, and what the hopes are for the future:

What we love most about our community

- **Sense of community**, welcoming, connected, friendly,
- Steamboat is still a **real town with character** - not like other ski towns
- **Access to nature and recreation** for health, connection, and enjoyment
- **The people**. The relationships and diversity of our community
- **Opportunities to engage** - ability to participate in the civic and cultural life of the community

Fears and Concerns

- **Loss of community identity** - becoming Vail, Aspen, Telluride
- Housing affordability - **rising costs pushing locals out** and changing our character
- **Displacement of locals, seniors, and youth** as our community changes
- **Unplanned growth** - impacts on community, environment, character
- **Division and inequality** - economic and social separation

Shared Values: Hopes for the future

- **Affordable and attainable housing:** Especially for workers, families, and locals
- **Sustainable growth:** Smart development that maintains Steamboat's character
- **Inclusive and resilient community:** A place where all people can belong and thrive
- **Support for local economy:** Continued investment in small businesses and services
- **Opportunities for the next generation:** A livable future for youth and young families

E. Balancing priorities: affordability, feasibility, place

The DST's earliest discussions helped establish three priorities for guiding the design of Brown Ranch - affordability, feasibility, and place - that are each critical to making Brown Ranch work. The group quickly learned that while it is tempting to try to maximize each of these pillars, they are in tension with one another and need to be balanced through reasonable trade-offs. For example, prioritizing affordability requires more subsidy, which places pressure on financial feasibility. Similarly, prioritizing quality of place (neighborhood design, streets, amenities) generally increases costs, which impacts affordability and feasibility.

F. Brown Ranch is a piece of a larger puzzle - role of Brown Ranch

Meeting 1 helped the DST understand that Brown Ranch cannot be understood or "solved" on its own - it is one part of a much larger puzzle. For example, the city will need to confront important fiscal decisions as it comes up against limits on its current infrastructure, utility systems, and services. Brown Ranch plays a role in how that unfolds, but it is not a driver of these needs, nor can it solve all of the problems. This means that solutions must strike a balance when it comes to what a potential Brown Ranch project can carry. Relatedly, a problem like traffic congestion, while related to Brown Ranch, actually stems from a regional imbalance in jobs and housing. Left unchecked, that imbalance will exacerbate traffic woes with or without Brown Ranch. Similarly, the DST discussed that there are choices for where growth - and housing - occur and that all options come with consequences and tradeoffs.

4. Shared Understanding

Overview

Last year, the community split on a proposal to bring Brown Ranch into the City of Steamboat and use it to develop new housing. Ultimately, 58% of voters said no to the proposal. While this answered one question, it's also raised lots of others about the future growth, housing, and transportation issues. This first phase sought to explore *if* there was a path forward for Brown Ranch before determining *what* that should look like in a second, possible phase. To determine if there was an alternative, viable direction, we need to see if we could come to shared understanding about:

- What Steamboat Springs cares about as a community
- The problem/opportunity the community faces
- Constraints of the site
- Funding and financing options available
- Current and projected needs for housing
- Possibility of meeting housing needs through alternative strategies

The following section summarizes the key learnings on each of these topics. Before the last DST meeting, members were asked to evaluate 36 statements summarizing their findings. On each, they indicated if they agreed, disagreed, or were unsure that the statement was an accurate summary of the conclusions reached. Next to each statement, you'll see the percentages of agreement, disagreement, and unsure in parentheses. **Despite being a group that had been nearly split in their original positions on Brown Ranch, the DST was able to reach a significant amount of agreement, with 29 out of 36 statements receiving between 70-100% agreement.** For the seven statements that did not reach 70%, we've provided notes from the discussion on perspectives in favor and against each.

Shared Values

Summary of Shared Values from DST Meeting

Brown Ranch has become a symbol for the future of Steamboat Springs, often evoking both hopes and fears about the community's direction. While there are definite disagreements about the technical facts relating to Brown Ranch and potential housing, differences often come down to values as well. To begin understanding if we could arrive at a shared understanding, we asked DST members to share what they love about their community. While there were small differences in language, the values generated by the DST largely align with the values we heard in the next section from the community workshop.

Areas of Agreement

- Residents deeply value the strong sense of community, friendliness, and knowing their neighbors. (89% 0% 11%)
- Many describe Steamboat as a "real town" with character—down-to-earth, supportive, and welcoming. (94% 3% 3%)
- Access to recreation and nature is a top draw: skiing, hiking, biking, and year-round activities. (100% 0% 0%)
- People love the blend of rural roots and a diverse economy, not entirely dominated by tourism. (83% 8% 8%)

Summary of Shared Values from Community Workshop

During the first community workshop, community members weighed in on what they love about the community in addition to their hopes and fears for both the community and Brown Ranch. Community members overwhelmingly express appreciation for the people, relationships, and the strong sense of connection in their city. Many describe their neighbors as kind, caring, and involved, contributing to a welcoming and inclusive environment. Several respondents value the community's diversity of thought and culture, and the fact that the town still reflects shared values and authenticity despite the pressures of growth and change. The small-town feel is a consistent point of pride, where familiarity, trust, and mutual support are seen as defining characteristics.

Areas of Agreement

- Sense of community: Friendly, connected people and strong social ties (92% 0% 8%)

- Natural environment: Access to public lands, rivers, and outdoor spaces (97% 0% 3%)
- Opportunities for engagement: Ability to participate in local life and culture (80% 3% 17%)
- Small-town feel: Familiarity, trust, and a slower pace of life (75% 6% 19%)

Areas of Disagreement

- Diversity and values: Appreciation for different perspectives and shared ethics (58% 19% 22%)

Final Reflections from Final Discussion

Discussion focused on the gap between the professed value of "appreciating differing perspectives and shared ethics" and the actual experience of polarization and mistrust across lines of difference, acknowledging that it is an aspirational value in need of attention. It was also suggested that "small-town feel" is better captured in the "sense of community" value so it is not seen as a de facto reason to avoid building more needed housing.

Problem, Opportunity

Summary of Problem from DST Meeting

We used a role-playing game to see how housing policy/decisions relate to and depend on other community needs and systems, and the challenges of balancing different needs and priorities (fiscal, housing, water, political support, etc). Most groups began to realize that "winning the game" is a matter of keeping an eye on the overall quality of life in Steamboat Springs and building shared support for community-wide approaches. There will be difficult decisions to make–around revenue increases, infrastructure decisions, and housing. But it quickly became clear that not addressing these needs has long-term negative consequences.

Areas of Agreement

- Local decisions are part of a larger puzzle—issues like housing, transit, and services are interconnected and require regional coordination. (92% 3% 5%)
- Urgent needs and unexpected events make it hard to plan ahead, but long-term thinking is essential for sustainable solutions. (92% 5% 3%)
- Limited funding forces tough choices—the community must prioritize, balance new revenue, and consider what to cut to invest in what matters most. (83% 6% 11%)

Summary of Opportunity from Community Workshop

In addition to asking about values during the first Community Workshop, participants used a poll to generate and weigh in on responses to the prompt, "In Brown Ranch, there's an opportunity to…" The following statement attempts to summarize 13 statements that had at least 90% agreement from Community Workshop participants.

Areas of Disagreement

- In Brown Ranch, there's an opportunity to provide quality, affordable housing that helps to address a growing economic disparity to ensure current and future generations can call this place home. (68% 14% 19%)

Reflections from Final Discussion

The primary suggestion was to be more realistic about what Brown Ranch could potentially deliver, and that it won't address "growing economic disparity" so much as help provide more housing even in the face of growing economic disparity.

Land Developability

Summary of Land Developability from DST Inquiry Team

We learned about geotechnical issues with the Brown Ranch property and their impact on feasibility and affordability. Studies, as well as adjacent projects, make clear that these conditions will increase development costs, but that they are also common in mountain markets and do not technically present a barrier that cannot be overcome.

Areas of Agreement

- The subsoil, shale, bedrock, and clay are very similar condition geotechnically to the other areas of West Steamboat. They are no different from the four or five surrounding subdivisions. In some of these subdivisions, they had to blast shale for roads, some for utilities. Some require flat footings and/or helical piles. (74% 6% 20%)
- Market-rate housing has been built in neighboring areas with similar soil conditions. (80% 3% 17%)
- None of the data considered in the [Land Developability Inquiry Meeting] meeting appears to reveal such insurmountable geotechnical or cost barriers such that the DST should cease meeting. (72% 12% 17%)

Reflections from Final Discussion

Much of the conversation focused on the tensions surrounding the soil study, how it was not made public at the time, and why other experts were not brought in to speak to the potential difficulties of developing affordable housing at the Brown Ranch site. However, one of the DST members with expertise in this area weighed in to share that there is nothing unexpected or insurmountable in the soils report, concerns were in part diminished about this issue, suggesting higher levels of support for the statements.

Housing Needs, Demand, Affordability

Summary of Housing Need from DST Meeting

Brian Duffany from EPS presented on the new Housing Market and Demand Study. We are becoming an increasingly expensive place to live, particularly because of the potency of the higher end of the market, which is fueled by an influx of wealth and the demand for second homes in the area. As a

result, the market is out of alignment with demand for workforce housing. Steamboat is rapidly becoming wealthier, older, and increasingly less able to field the workforce it needs for vital services.

Areas of Agreement

- Routt County's housing market is no longer affordable for the local workforce and people who need different/more affordable options to be able to stay in the community. (83% 3% 14%)
- There are housing gaps at almost all segments of the market, from restaurant workers, to health care workers, teachers, and new doctors, renters, first-time buyers, move-up buyers. (92% 8% 0%)
- The region is shifting toward an older, wealthier, and more part-time population, a trend that mirrors other high-cost Colorado mountain towns, where non-local buyers can outcompete local buyers for real estate. (92% 6% 3%)

Summary of Housing Market and Demand Study from DST Inquiry

DST members were invited to attend the final presentation from Brian Duffany at EPS at a City Council meeting before attending a DST Inquiry Team. This meeting featured Jason Dietz, Director of Housing for the Town of Vail, to talk about how the Housing Market Demand Study compares to those conducted in nearby communities. It also included Emily Katzman and Patrick Phillips from Yampa Valley Housing Authority to talk through specific study results.

Areas of Agreement

- Part-time residences or "second homes" are a significant portion of Routt County's housing market. (86% 0% 14%)
- Since 2019, the region has experienced rapid increases in housing prices, following trends across the Mountain West and in other areas close to outdoor recreation and scenic amenities. (100% 0% 0%)
- There are large gaps between home prices and what full-time residents and workers can afford. (91% 3% 6%)
- Housing-related challenges have an impact on the region's economy as employers struggle with employee attraction and retention. There is a need for a wide range of housing types to serve employee needs. (91% 0% 9%)

Areas of Disagreement

- The quality of life in Steamboat will decline if we do not address housing affordability. (69% 11% 20%)
- The housing demand study gives us a reliable understanding of the overall demand for housing in Steamboat. (62% 21% 18%)

Summary of Housing Need from Community Workshop

Clark Anderson then presented a short synopsis of the findings from the Housing Market and Demand Study at a community workshop, soliciting the following takeaways from community members.

Areas of Agreement

- Essential employees are unable to "live within the bubble" impacting workforce stability and community function. (81% 6% 14%)
- We must grow responsibly. (89% 0% 11%)
- Our community is short on housing today even if no new jobs occur. (75% 11% 14%)

Meeting Housing Needs

Summary of Scenario Planning from Community Workshop

Small groups came together to consider three potential scenarios for meeting Steamboat Springs' housing needs: infill in Steamboat, housing in nearby communities, and Brown Ranch. Time was given to each approach to generate potential benefits and drawbacks. This was done to explore whether it would be possible to meet the housing need with existing strategies, therefore making expansion at Brown Ranch unnecessary.

Areas of Agreement

- Across the different [small group conversations], participants saw a need to not just pick one scenario [infill, bedroom communities, Brown Ranch], but pull elements from each to meet the community's housing needs. The majority of participants felt that no single approach would be sufficient in meeting the community's housing needs. (94% 0% 6%)

Summary of Scenario Planning from DST Discussion of Community Findings

After engaging in small group discussions, the findings were presented to the DST. They then engaged in their own deliberation to see if there were any missing perspectives. From that conversation, there were two prevailing, but competing sentiments: we need all three strategies to meet our housing needs, and we don't have enough information to make the assessment.

Areas of Agreement

- To meet our affordable housing needs, Steamboat will need to pursue all three options (infill, surrounding communities, and Brown Ranch). (72% 11% 17%)

Areas of Disagreement

- There is insufficient information to determine whether we need to consider all three scenarios (infill, surrounding communities, and Brown Ranch) to meet our housing demand. (39% 50% 11%)

Reflections from Final Discussion

- A near majority feel strongly that there is plenty of information out there already, and no more study is needed--it's time to act. Some felt that a call for more information was a political strategy to continue delaying the process rather than an authentic request for information.
- For those who wanted more information, some things included:

- A cost comparison of what it costs to build per unit for each strategy
- Existing rental units (successes and failures), vacancy rates, demand, pricing, current project financials, and agreements
- Information on transportation options to alleviate issues
- Exploration of additional options, including policies to reduce the number of short-term rentals and increase available housing stock

Funding and Financing Affordable Housing

Summary of Funding and Financing from DST Inquiry Team

Areas of Agreement

- Financing tools exist that allow developers to build infrastructure at the start and pay for it with future revenues. (74% 6% 20%)
- Different financing tools are available based on the income level the housing serves, and may be combined so that large developments can serve various income levels. (71% 9% 20%)
- Cities can often get grants that help support new infrastructure investments. (80% 3% 17%)

Areas of Disagreement

- Federal and state subsidies may make it possible to price affordable housing for less than it costs to build. (51% 9% 40%)
- It costs the same amount to build market-rate and affordable housing. The difference is the amount of subsidy needed to make it affordable. (66% 14% 20%)

Keys to Moving Forward

Throughout the process, the DST and community members began identifying key design principles that would balance affordability, feasibility, and place at Brown Ranch. These design principles describe the types of conditions a successful plan would need to meet.

A presentation was provided to the DST about what has worked as well as lessons learned from affordable housing developments in other communities. Key learnings from other communities included:

- Opportunity for people to live and work in their community
- Variety of housing types, price points, mix of incomes, including market rate
- Well connected streets, sidewalks, and trails
- Integrate access to open space and parks
- Locate where communities are growing with land availability
- Provide market rate for move up opportunity and to offset costs

From this conversation, DST members began drafting their own, refining these in later DST meetings. In July, community members came together for small group conversations and also generated their own list of potential principles. These were summarized at the end of the July DST meeting and

included in the final Phase 1 survey for DST members to rank on a scale of importance (1-5). The following shows the weighted average for each of the principles.

Design Principle	Weighted Average
Ensure transparency, rebuild trust with the community	4.7
Prioritizes homes for locals	4.68
Responsibly address infrastructure costs and long-term sustainability (including flexible design, feasibility studies, and creative financing)	4.53
Incorporates essential services like transit and groceries	4.48
Includes a wide range of unit types and income levels	4.21
Design a smaller-scale, mixed-use housing development	3.68
Incorporates open space	3.5
Incorporates market-rate options	3.19

5. Transitioning to Phase 2

Pathways for Engagement

Three Pathways

The first step in phase 2 will be to communicate the new possible pathways for engagement to focus on:

- A smaller DST group that will break out into topic based Action Planning Teams
- A Community Engagement Advisory that will work to codesign large-scale community engagement opportunities designed to bring diverse and under-engaged residents together to weigh in on drafts from the DST
- Alternative pathways to engage in housing strategies outside of Brown Ranch (i.e. infill, STR policy) *Note: This will direct folks into other committees outside the Solutions Project*

Why the Shift?

These pathways are designed to meet three needs described by the DST during their final debrief of the process. Some participants advocated for a smaller, more nimble group to dive into technical information in a phase dedicated to determining a preferred option for Brown Ranch. Others alternatively argued that we needed more representation from folks currently experiencing housing insecurity, particularly the Latinx community. While some appreciated this sentiment, they also worried that the previous community engagement efforts had siloed people most affected by housing insecurity from those with formal voting power. As a result, we'll work to produce high-quality opportunities for engagement that bring these diverse perspectives together and communicate the stories shared as a result. This design will build off the success of the small group conversations during the first phase in bringing divergent perspectives to the table to reduce polarization and increase belonging.

Phase 2 Overview

Following the September 2025 City Council discussion, the Community Builders team will work with the PCT to provide detailed goals, strategies, and a decision making structure to be used during Phase 2 for moving forward with community acceptance. The outline below covers key components of that work.

Below is an initial outline for elements needed for the next phase of the Community Solutions project that continues to work with the three themes of affordability, feasibility, and place

Building on Key Themes
Phase 1 identified three interconnected needs that must all be addressed for a solution at the Brown Ranch property to be possible.

Affordability
The purpose of building community housing at the Brown Ranch property is to help address the community's severe affordable housing needs. Phase 1 made clear that the community wants to see a diverse range of housing types and affordability levels to meet the different needs present in the community. This presents an opportunity to create diverse mixed income neighborhoods, but depends on blending multiple tools to create affordability at different levels for both rental and ownership. In addition to understanding the specific approaches for developing affordable homes, Phase 2 will need to explore the potential role of market rate housing, which may play a role in the feasibility of future development.

- Translate the understanding of need into preferred approaches to creating affordability
  - Identify tools and strategies to meet different needs
- Funding + finance
  - PRIs
  - Grants
  - Local funding
  - Development models/structure, organizational capacity with YVHA as a partner vs. leading
- Management

Feasibility
Any proposed plan or project must be feasible to build. Development feasibility is always a critical factor, but is more dynamic and challenging for affordable housing projects. This means that most below market housing requires creative financing and subsidy to be feasible. Even with the land donated, developing a feasible approach for Brown Ranch - one that addresses key infrastructure and service needs - is essential to moving forward.

- Infrastructure and utilities
- Development partnership structure - as above, an approach is needed that creates the capacity needed to carry out a successful project, enables effective collaboration between the City and YVHA, and changes the role of YVHA
- Operation and management

- Funding and finance

Place
Ultimately, any project or projects at Brown Ranch must result in quality places that reflect the types of buildings, neighborhoods, and public spaces people want to have in the community.

- Transportation systems
- Building and neighborhood design
- Parks, trails, open space

Development Scenario Analysis
Scenario planning is a useful tool for engaging people in understanding the implications and tradeoffs of different choices. Applying this approach offers a useful way to allow people to work through the pros and cons of different strategies and options, and seek a preferred approach.

- **Topics to Address *(with a focus on utilizing local technical experts for the Phase 2 design process)***
  - Funding and finance
  - Physical planning + design
  - Infrastructure and utilities
  - Conceptual Development Plan and Program

Clarifying Expectations for Phase 2. This project is not intended to create a new Brown Ranch plan or deliver an annexation proposal. Rather, it is meant to engage the community in identifying the key strategies and approaches that can shape a successful project and annexation. This requires the process to produce relevant information on development programming, planning and design principles, funding and finance strategies, and other elements essential to a viable plan.

Ideally, technical experts will work alongside the project to translate community guidance into workable planning and design concepts, a development program, infrastructure and service plans, and funding approaches. To be clear, participants in this process are not expected to resolve every technical detail, but to provide clear direction that ensures the work reflects community needs and interests.

This will require close coordination and iteration between technical experts and the community process, with time built in for ideas to move back and forth—community input shaping technical work, and technical work refining how community ideas are represented in planning documents.

Additionally, Phase 2 needs to address questions around who actually would lead the development of a project or projects at Brown Ranch. In addition to the fact that building anything meaningful at Brown Ranch is likely beyond the capacity of a local Housing Authority, which is why YVHA sought an outside development partner in the previous proposal, there is the reality that many people remain concerned and mistrustful of YVHA. Relatedly, to overcome the lack of productive collaboration in the previous process will require that the city takes a more active and hands-on role. Exploring different options for the structure and organization of different development partnerships, to provide a preferred solution to the need for a successful approach for Brown Ranch, will be critical to moving forward past Phase 2.

Ultimately, Phase 2 must combine community input, deliberative problem solving, and technical expertise to generate the guidance needed for a final plan, development program, and annexation

proposal. If successful, it will produce both the information and community support required to advance a proposal for voter consideration in Steamboat Springs.

THE YAMPA VALLEY HOUSING AUTHORITY'S BROWN RANCH
Community Engagement and Targeted Outreach Executive Summary

INTRODUCTION

The Brown Ranch is a special place just west of the current Steamboat Springs city limits. It's a beautiful 534-acre property with meadows, bluffs, creeks and rolling hills that include stunning views of the ski area, the Continental Divide, the Sleeping Giant, and Emerald Mountain. For more than a century, the Brown family farmed the land, producing oats and wheat, raising horses and a generation of children. And for the last 14 years, it has laid fallow.

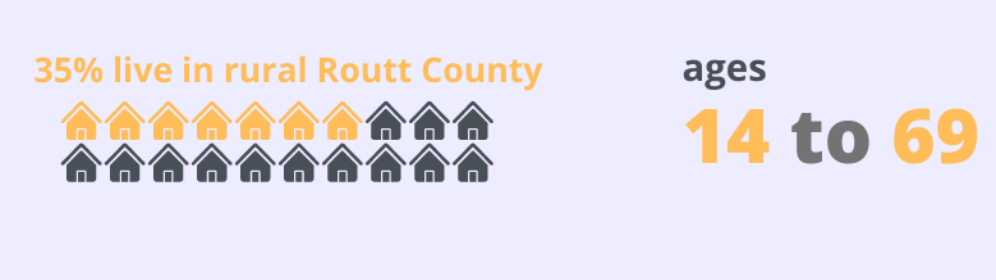
Now, thanks to the foresight and generosity of an anonymous donor who gifted this property to the Yampa Valley Housing Authority, our community has the opportunity of a lifetime. Over time, this special place will become a series of vibrant, resilient, diverse, and welcoming neighborhoods. It can provide a wide variety of housing options and services designed by and for the Yampa Valley community. The Brown Ranch can help preserve Steamboat's heritage and character we all cherish by providing all Routt County workers an opportunity for affordable, stable, and safe housing.

This summary provides an overview of the community engagement and targeted outreach conducted in 2021 and 2022 and shares the themes that were identified by different constituencies. One of our most important values is to listen to the community to build a neighborhood "for and by the community." The information gathered at these community outreach meetings has been incorporated into our decision-making process for the Brown Ranch property. We will continue to make community engagement and targeted outreach a priority as we move forward.

COMMUNITY REPRESENTATION ON STEERING COMMITTEE

Within a day of closing on the property in mid-August, the Housing Authority initiated a community-led comprehensive development planning process. It included a call for Steering Committee members and a Request for Proposals for technical consultants. We soon received more than 90 applications for the Steering Committee from residents committed to working hard for the future of our community, and more than ten proposals from all over the country from potential consultant teams who were excited by this opportunity. And at their October 2021 Board meeting, the YVHA Board agreed to engage a world-class team of forward-thinking technical consultants to help analyze, guide, and design the community-based vision for the Brown Ranch.

The applicants for the Steering Committee were a true snapshot of our community, representing a variety of skill sets, viewpoints, and demographics.



The twenty who were ratified by the YVHA Board immediately went to work to create an overall vision along with the main priorities. They took their responsibility very seriously as they accepted and honored the opinions of all members equally. To date they have met 20 times and are the final voice for difficult decisions in the planning process. We expect their work to continue through the end of 2022 and then transition to an ongoing Brown Ranch Advisory Board.

COMMUNITY ENGAGEMENT AND TARGETED OUTREACH

We knew from the beginning that for the Brown Ranch to truly be for the community it had to be led by the community and to do that we had to hear from everyone! We wanted to know the HOPES and CONCERNS of all community members with an intentional focus on voices that tend to be unheard. We decided to fill in those gaps by going directly to community members who face barriers in attending traditional community input meetings along with residents who wouldn't be captured in the data collected by our technical consultants. But most of all we wanted to know what the people who hoped to live there wanted!

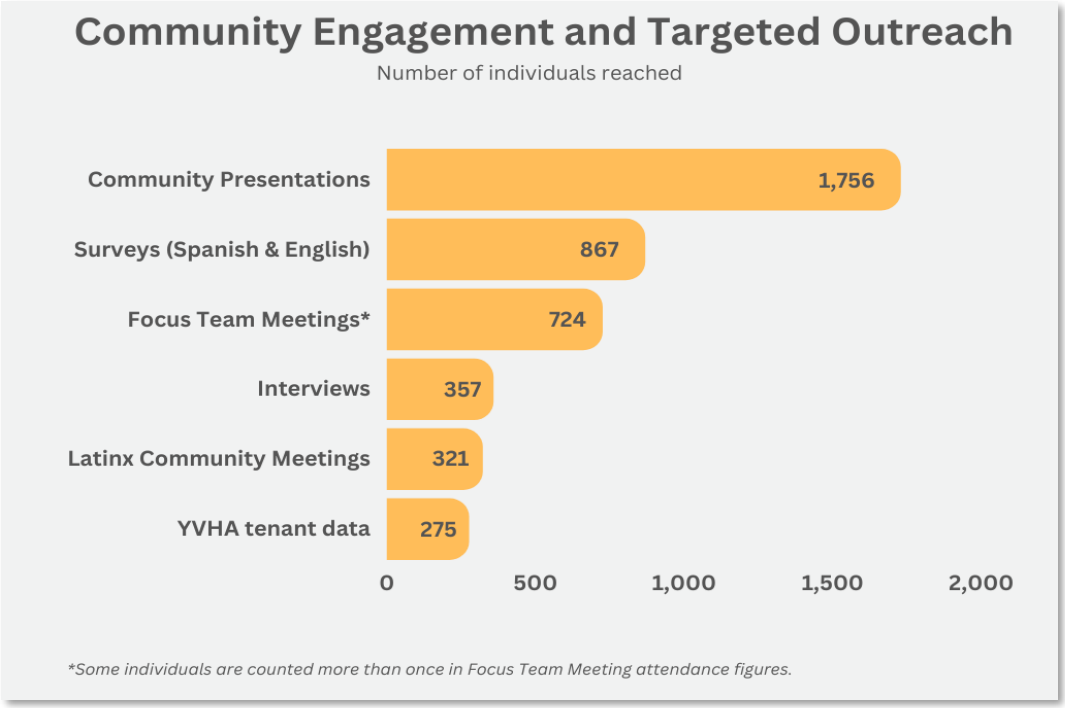
Key takeaways:

- 50-69% are not happy with their current living situation due to one or more of the following: it's unaffordable, unstable, and/or unsafe.
- There is an extreme lack of workers due to the housing crisis.
- There is a need for equitable loan products (systemic barriers include documentation & income level gaps).
- Key services such as a grocery store, medical and a daycare are desired.
- Public transportation is a priority such as an extension to Brown Ranch and through Brown Ranch.
- There is a preference for open spaces/parks, community gardens, walkability, bikeable, and recreation opportunities.
- Purchase options for different homes such as entry level and move-up.

- Businesses greatest struggle is finding and retaining employees.

Our approach to traditionally unheard voices.
A great deal of our targeted outreach was intentionally focused on community members that are traditionally unheard. We went to them by partnering with leaders from their communities. Our Latinx, CIIC and CMC partnerships are excellent examples of this intentional outreach. Not all community members share the same lived experiences or fit into the same model for collecting input. Each group shared their voice in a manner or system that resonated with them. This often occurred in a casual setting in a space or place in which they were most comfortable speaking about their needs, desires, dreams, and concerns. Those who led the meetings were people they trusted. As information was collected from the various groups, it was shared with the technical consultants for integration into their analysis. This wasn't easy as a lot of the information was anecdotal and sometimes very sensitive, such as the current inequities in loan products for different types of worker documentation.

ENGAGEMENT AND OUTREACH METHODS
We used a continuous feedback approach throughout the outreach phase to keep community members informed about progress while soliciting input to incorporate into the Comprehensive Development Plan. To reach as many community members as possible, we employed a variety of engagement and outreach methods that accommodated a diversity of schedules, cultural and linguistic preferences, abilities, and lived experiences. Using this blended approach to community engagement, **we connected with over 4000 residents, community organizations, and businesses through more than 230 meetings.**



1. **Community Kick Off Presentation** (488 attendees): Two in-person presentations with live streaming, and a zoom meeting during which we shared the Steering Committee's Vision and Guiding Principles for the Brown Ranch and introduced the Focus Teams.

2. **Large community presentations to specific groups** (24 presentations, 724 attendees): YVHA staff, board and steering committee members went out in the community to meet a variety of groups and share information about the Brown Ranch, and how residents could engage in the planning process.
3. **Community Focus Team Meetings** (34 meetings, 724 attendees): To dive deeply into specific aspects of the planning process, we organized six focus teams: Housing and Residential Demand, Infrastructure, Urban Design, Built and Natural Sustainability, Stewardship and Project Economics, and Health Equity. Focus teams met six times each and were co-chaired by a Steering Committee member and a YVHA Board member along with a local expert and our technical consultants.
4. **Latinx targeted outreach**: (321 reached) YVHA partnered with Alianza Latinx/Latinx Alliance to connect with the Yampa Valley Latinx community in a culturally and linguistically relevant manner. Through this partnership, we directly connected with 205 individuals through a series of community meetings, plus another 116 through in-person surveys. In addition, ongoing updates and communication have been pushed out through local Spanish language radio programming.
5. **Integrated Community (CIIC) & Non-Latino immigrant outreach:** The 2020 census for Routt County only had 60% participation and even less from the hard-to-reach immigrant population. To bring out the true numbers we wove in total client from CIIC along with program data. We also went to non-Latino immigrant groups for input.
6. **Nonprofit interviews:** (54 meetings to date, 130 individuals) These organizations play a key role in understanding our community needs. They brought direct services data and surveys to the Health Equity focus team along with important data regarding our declining workforce.
7. **Local business interviews** (10 meetings with 27 businesses**) and Steamboat Chamber survey**: (753 responses from owners and employees) With most businesses reducing hours and removing services to adjust to our lack of workforce, their input was important to not only the Brown Ranch planning but also influenced the type of data we collected through our data analysis partners.
8. **Colorado Mountain College Leadership class:** (114 surveys) We had to get creative to reach our young adults 18-29 years. Fortunately, a steering committee member and CMC professor incorporated the targeted outreach into one of his classes. We later learned that this group is a disappearing part of our workforce.
9. **YVHA Current Property/Tenant Information**: Data from YVHA's five properties and 275 tenants was crucial in ground truthing data and demonstrating real time demand.
10. **Rough Draft Community Development Plan Presentation** (416 attendees) Two in-person presentation with live streaming during which we shared the rough draft of our Community Development Plan and asked community members what parts of the plan inspired them, and which areas brought up concerns.
11. **Urban Land Institute Panel with Recommendations:** (98 attendees & 200 resident interviews) The ULI panel of experts spent a week in Steamboat Springs interviewing almost 200 community members and local experts as they analyzed our Community Development Plan and Health Equity Action Plan. They put together a recommendation for implementation and presented it to residents.

DETAILS OF ENGAGEMENT AND OUTREACH

1. **Community Kick Off Presentation at Strings Music Pavilion, Jan 2022 – (**488 attendees) The YVHA introduced the Comprehensive Development Plan process to the community in January of 2022. We shared the Steering Committee's vision and guiding principles for the Brown Ranch and introduced the Focus Teams which would be tasked with taking a hard look at

the needs and desires of all community members while analyzing the opportunities, challenges, and solutions in conjunction with our team of technical consultants. We asked community members to participate over the next several months in almost three dozen community meetings where participants contributed their input to the technical consultants while they integrated it into the plan. Input that would form the core of the Comprehensive Development Plan. For the initial community presentation, we held two in-person presentations with live streaming and one Zoom presentation for remote questions/feedback.

Key Points from Attendees (131 comment cards):

- 42 currently live in unaffordable homes and 27 wanted affordable homes, 34 were interested in entry level purchases and 35 owned homes but wanted the opportunity to move up to a larger home.
- Affordable housing for workforce is a priority.
- Attendees wanted the ability to buy a home.
- Attendees believe that safe, stable, affordable homes will save community character.

2. **Large community presentations to specific groups** (24 presentations, 724 attendees)
The YVHA staff, board and steering committee members went out in the community to meet a variety of groups and share information about the Brown Ranch, and how residents could engage in the planning process. Some of the groups we met with were seniors, the Human Resource Coalition, the arts community, business associations, leadership groups, government leaders and environmental groups.

Key points from these meetings were:

- There is a lack of housing for the needed workforce.
- There is constant transition of employees due to unstable housing.
- Inability to recruit workers from out of town due to cost of housing.

3. **Community Focus Team Meetings (**34 meetings 724 attendees, some individuals attended multiple meetings)
Our Focus teams were co-chaired by a Steering Committee member and a YVHA Board member along with a local expert and our technical consultants. They moved through the planning process sharing out data and best practices with the community while integrating community input into the process. The priorities of the community drove the direction and the decision-making for the Brown Ranch. Each focus team developed principles to help guide the planning process forward that can be found here: https://brownranchsteamboat.org/community-engagement/

A. **Housing and Non-Residential Demand Focus Team: (**6 meetings) The Focus Team analyzed existing shortages and the future needs for seasonal, low-income, entry level and move- up housing market segments. We also analyzed non-residential needs to support the neighborhood such as commercial, recreational, childcare, nonprofit and special uses. Members of this Focus Team include:

- Andrew Beckler, Steering Committee Co-Chair
- Leah Wood, YVHA Board Co-Chair
- Lala Cartmill, YVHA Regional Property Manager, Local Expert
- RCLCO, Technical Consultants
- Willa Willaford, Technical Consultant

Principles developed based on community process:

- **Attainable**: Cater to local income levels to meet the community need; No short-term rentals, foster community, make housing available for full-time workforce; Ensure rents and mortgages are affordable so residents aren't cost-burdened.

- **Diverse:** Offer a range of housing options so that there is room for mobility; Keep residents from "missing out" on the benefits of home ownership; Housing for first-time homeowners, aging residents, growing families, etc.

- **Appropriate**: Reserve for local employees, not those who work remotely; Ensure unit sizes are able to comfortably serve the local workforce demand.

- **Sizeable**: Deliver enough homes to begin addressing the urgent need; Plan future phases to accommodate additional growth addressing long-term expansion of the community.

- **Timely**: Work within the bounds of local processes to provide quality housing as quickly as possible given the depth of demand in the community today.

B. **Infrastructure Focus Team** (7 meetings) This Focus Team analyzed on-site and off-site needs including transportation, water, wastewater, stormwater, and dry utilities along with phasing for the entire buildout of the community. Members of this Focus Team include:
    - Webster Jones, Steering Committee Co-Chair
    - Mike Beyer, YVHA Board Co-Chair
    - Jon Snyder, City Public Works Director, Local Expert
    - Landmark Engineering, Technical Consultant
    - McDowell Engineering, Technical Consultant
    - LRE Water, Technical Consultant

    Principles developed based on community process:
    - **Water**: Build in flexibility that can accommodate changes between now and 2050; maximize water efficiency; minimize water use in landscaping; identify number of units that can be built at each of the capacity limits.

    - **Transportation:** Prioritize transit and shared mobility and design for alternative modes of transportation; local street cross section that prioritize trails, cycling and walkability; optimize parking and limit heat islands; encourage the reduction of vehicle miles traveled.

    - **Energy:** Think 2050; maximize energy efficiency; focus on the cleanest energy that is economically viable; consider the lifecycle cost of ownership not just the initial cost; utilize joint trenching.

    - **Stormwater:** Reduce impervious surfaces; deliver quality water to Yampa River; integrate solutions with Urban Design & Open Space; design for retention vs. conveyance; pursue long-term runoff barrier solutions; maximize groundwater recharge.

    - **Sustainability:** Integrate with Climate Action Plan

C. **Urban Design Focus Team** (6 meetings**)** This team created concepts for the entire buildout of the site utilizing City of Steamboat Springs Traditional Neighborhood Development (TND)

Transect Zone District, Street Sections and Open Space/Trails requirements. Members of this Focus Team include:

- Tim Wohlgenant, Steering Committee Co-Chair
- Michael Ann Marchand, YVHA Board Co-Chair
- Rebecca Bessey, City Planning Director, Local Expert
- Mithun, Technical Consultant
- Livable Cities, Technical Consultant

Principles developed based on community process:

- **Planning**: Create compact, walkable, bikeable spaces; prioritize people over cars; optimize creek and natural areas. Support habitat; integrate wildfire resilience strategies.

- **Buildings**: Create compact mix of multistory, townhouses, and houses within financial constraints; mix housing with commercial locations; fit in Steamboat character.

- **Open Space:** Capitalize on the creek, natural areas, and hillsides; maximize shared open space; create drought tolerant native and adaptive landscapes.

- **Transportation:** Prioritize public transit and shared mobility; prioritize trails, safe cycling, and pedestrians; optimize parking and minimize heat islands.

- **Sustainability**: Minimize irrigation. Investigate non-potable water for community parks; develop water efficient buildings; build energy efficient buildings and use solar energy.

- **Streetscape:** Minimize pavement; create street and shared parking, alleys, and accessory dwelling units (ADUs).

D. **Natural and Built Sustainability Focus Team** (5 meetings) This team determined the best approaches to sustainability from every aspect including the natural environment to the built environment. Members of this Focus Team include:

- Patrick Staib, Steering Committee Co-Chair
- Sarah Jones, Steering Committee Co-Chair
- Michelle Stewart, Yampa Valley Sustainability Council (YVSC) Executive Director, Local Expert
- Mithun, Technical Consultant
- YVSC, Technical Consultant

Principles developed based on community process:

- **Ecosystem:** Meaningful open space that creates and restores riparian corridors; allows for wildlife movement; considers habitat for wildlife.

- **Energy**: Smallest carbon footprint that provides long-term affordability and energy security for residents; has the lowest life-cycle costs.

- **Materials**: Utilize building materials that are healthy and affordable for the lifetime of a building with a focus on durability and zero waste.

- **Resilience**: Create a community that is both climate and socially resilient by including wildfire resilient design and building; preparing for increased temperatures; preventing food deserts.

- **Water**: Create low flow, minimal water use development with adaptative reuse of water; building designs that minimize water use; low to no irrigation of private landscapes.

- **Wellbeing:** Ensure wellbeing through access to resources and essential to resources and essential services with transportation infrastructure that prioritizes walkability; connections to the environment and outdoor activities; and healthy buildings with good indoor air quality.

- **Cross Cutting themes:** Concentrated density with shared resources; community scale systems that can prepare for future climate conditions; follow the Climate Action Plan and Water Conservation Plan.

E. **Project Economics and Stewardship Focus Team (**4 meetings) This team analyzed the funding mechanisms for each urban design and housing concept to ensure we meet the targeted affordability price points while maintaining long term affordability for workforce housing. Members of this Focus Team include:
   - Kimball Crangle, Steering Committee Co-Chair
   - Cole Hewitt, YVHA Board Co-Chair
   - Kim Weber, City Finance Director, Local Expert
   - RCLCO, Technical Consultant
   - Willa Willaford, Technical Consultant

   Principles developed based on community process:

- **Simplicity:** Simple and inclusive restrictions; no short-term rentals. foster community, make housing available for full-time workforce; reserve for local employees, not for those who work remotely; ensure definitions are clear and understandable (i.e. what does "sole residency" mean?")

- **Wealth Building**: Ensure that residents can enjoy housing stability and build wealth; keep residents from "missing out" on the benefits of home ownership.

- **Mobility:** Promote movement of residents from low income to deed restrictions; offer a range of housing options so that there is room of mobility; housing for first-time homeowners, aging residents, growing families, etc.; ensure rents and mortgages are affordable so residents are not cost-burdened.

- **Affordability:** Ensure long-term affordability through appreciation caps, setting an appropriate and resale formula and stewardship techniques; the housing authority would own the land and separate the economics of infrastructure from the development economics to make homes more affordable (only paying for the structure).

- **Communication Education and Relationships:** Maintain strong relationship between residents and YVHA; offer support and oversight to residents to maintain the quality of homes and ensure residents can make payments; provide education and clear expectations/guidelines for residents throughout the process.

F. **Health Equity Focus Team (**6 meetings) This team created the health equity priorities and lens through which all decisions were viewed. In some states this is called "health in all policy" ensuring that overall public health is taken into every decision. Members of this Focus Team include:

- Lina Grant, Steering Committee
- Erin Miller, Steering Committee
- Cecilia Escobar, Steering Committee
- Vanessa Avitia, Steering Committee
- Key community health experts

Priorities were determined by the following:

- Listened to anecdotal information and key data findings from local health equity professionals.
- Listened to lived experiences from Latinx and Integrated Community leaders.
- Incorporated Colorado Futures Center social determinants of health data analysis.
- Mithun physical environment and community infrastructure analysis and geospatial mapping.
- Inclusive of Steering Committee Vision and Guiding Principles.

Principles developed as Health Equity Opportunities:

- **Cross cutting opportunities**: Create a community that accepts, welcomes, and provides services for everyone; develop a leadership community in mental and physical health and follows the Health Equity Action Plan.

- **Safe, stable housing:** Create workforce housing for teachers, healthcare providers and more; provide variety of housing types; support intergenerational families; Expand homeownership opportunities including access to loans; support housing mobility at life stages and needs change; addresses domestic violence needs.

- **Mental Health**: Provide services and programs for seniors and youth; provide access to mental health clinics; create transitional, supportive and adaptative housing; offer behavioral health services and treatment facilities; create biophilic design and connection to nature; build to offer opportunities for physical activities in all seasons.

- **Access to Essential Services**: Ensure the community provides universal access to essential services like health and dental care, pharmacies, clinics, childcare, parks and trails, schools, community center, recreation Center.

- **Access**: Offer physical access with transit and clear trails; internet access; affordability and inclusive services without cultural or language barriers.

- **Health, Smoke and Air Quality**: Incorporate fire safety recommendations; provide community services for cooling/heating and fire smoke relief; promote healthy construction materials and indoor air quality; minimizes heat islands.

- **Healthy Food:** Promote access to federal nutrition programs like SNAP (supplemental nutrition assistance program); explore options like farmer's markets; supermarkets, local grocery stores, co-ops, community gardens.

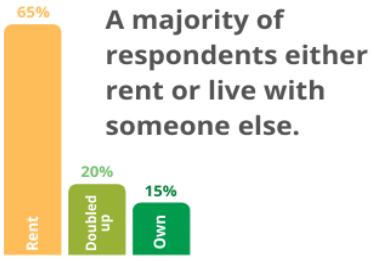
- **Traffic Safety:** Create safe sidewalks and streets; partner with government entities to provide safe and convenient access to public transit; create walkable, accessible, and ADA-compliant street design; work with government agencies to provide snow removal services for sidewalks, trails, and bike facilities.

G. **Key Stakeholder team.** In addition to the Focus Teams, Brown Ranch has identified individuals that will work with key government officials during the planning process to ensure effective communication and collaboration.
    - Gates Gooding, Steering Committee
    - Marsha Dagenbaugh, Steering Committee
    - Sarah Jones, Steering Committee

4. **LatinX Outreach**
   YVHA partnered with Latinx leaders and the local non-profit who works with immigrant populations, Integrated Community, to lead a series of community meetings in Spanish to bring the Latino voice to the forefront of the planning process. They are a large and growing population of our community, the workforce and many hope to call Brown Ranch home. Latinx leaders are on the Steering Committee, Executive Committee and Health Equity Team playing a strong role in the decision-making process for the Brown Ranch and YVHA. Their leadership empowers voices who tend to live in the shadows and gives emerging Latinx leaders an opportunity to create systemic change while moving into permanent local leadership. Latinx meetings conducted:

   - Professional Interpretation Community Kick Off Presentation – 43 participants
   - Communication through Spanish Radio and Spanish Brown Ranch Website - Ongoing
   - Surveys done in person – 116
   - Community Meetings – 7 meetings with 162 participants
   -

A. Key Takeaways from the Survey (116 Respondents) **and Community Conversations**
Unsurprisingly, housing affordability was the primary concern of individuals and families in the Latinx community. We learned that more than two-thirds of households were dissatisfied with their current housing arrangements, yet many are unable to move out of that arrangement due to cost. In addition, immigration status further complicates access to affordable housing options, creating barriers for some to improve their living arrangements.

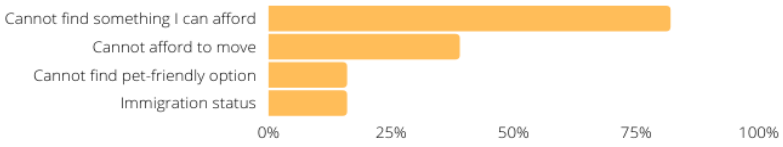


A majority of respondents either rent or live with someone else.

Dissatisfied with current housing arrangement

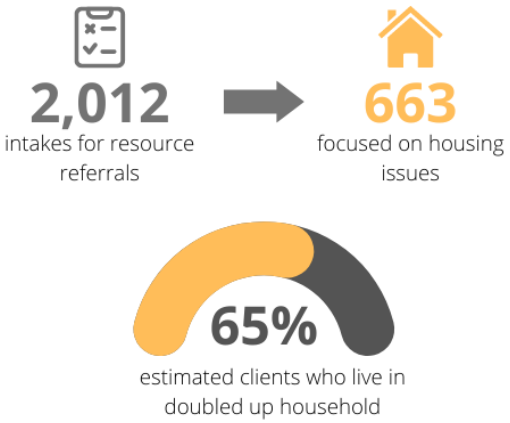
61% cited cost as the top issue driving dissatisfaction with current housing

And 82% cited affordability as the primary reason they have not yet moved out of an unsatisfactory housing arrangement



Current barriers to affordable housing	Current and future needs from housing
Inequities to access due to documentation (62+)	Affordable options to reduce costs (56+)
Higher interest rates for loan products to non-citizens	Grocery Store with extended hours and key food/pharmaceutical options (55+)
Barrier to loans due to lack of documentation (ITIN)	Safety is a priority: sidewalks, lighting, speed bumps, highway traffic light, physical home, streets (42+)
	Garages or covered areas to store bikes etc. (34+)
	Purchase options (32+), prefer to own land
	Eliminate need for doubling-up, which causes mental health problems (31+)
	Outdoor/Indoor recreation and open space: parks, playgrounds, community gathering spaces/events, dog parks, soccer fields, recreation center
Note: + is added to the numbers when meeting notes indicated that everyone in the room agreed so wanted to capture the fact that it was more than just the stated number	

B. Integrated Community (CIIC) outreach with clients. CIIC currently has 2558 clients. CIIC conducted research during regular meetings with immigrant clients, and the results were as follows:



- **West African Refugees** (15 men for in person conversations**)**
  - Want affordable housing close to where they work.
  - Want the ability to have many people in the home as they share rooms and beds.
  - They send the majority of their money home to their families in Dakar.
  - They will live away from work if they are on the bus route.

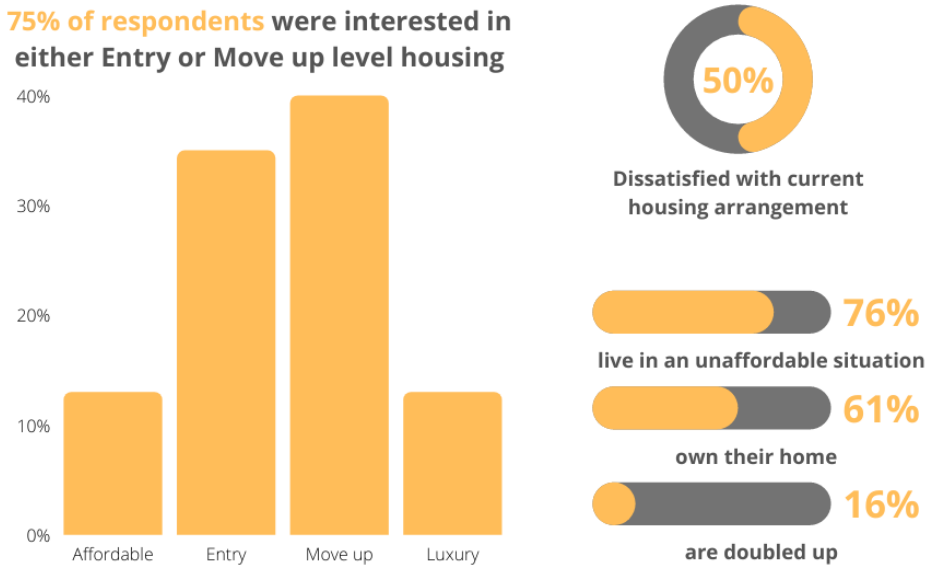
- **Other Immigrants (Jamaica, Philippines, Eastern Europeans, Australia, etc.)**

- Tend to live in housing provided by employer, especially if they arrive with seasonal work visas.

5. **Non-Profit Organizations Outreach**
   Brown Ranch team members held individual meetings with Executive Directors and staff **(**130 Individuals, 54 meetings)

   Key takeaways from these meetings:
   - Non-profits are **missing 20-45% of staff** because of inability to recruit and retain.
   - They can't provide more services or react to demand due to staff shortages.
   - Staff are recruited away to other opportunities with higher pay or benefits.
   - Constant turnover due to competition and moving to more affordable communities.
   - Staff burnout due to being overworked.
   - Leaving town due to loss of housing-increasing rent dramatically or selling property.
   - Rent is high for the organizations who don't own their office space.

6. **Local Businesses Outreach**
   Brown Ranch team members met with business owners and partnered with the Steamboat Chamber for a community survey on housing issues. Ten meetings with 27 business owners were completed, and the Steamboat Chamber conducted a survey in English and Spanish that reached 570 businesses and received 753 responses from owners and employees.



7. **Colorado Mountain College (CMC) Leadership and Ethics Class Project**
   Students in Sustainability Studies 321: Leadership, Ethics, and Social Responsibility at CMC focused on collecting data about employment, housing status, and expectation residency in Steamboat Springs and the Yampa Valley region **(**114 responses**)**. They sought to provide broad, baseline data on 20-year-olds perspectives on housing and their current situations. Below are some of the quantitative results to their online survey. There are more qualitative responses in the aggregated results. Ultimately, the class found that 20-year-olds are approximately 20% of the population of Steamboat Springs, but they are largely housing insecure and earn marginal incomes. They are a valuable resource to the labor and consumer market, but housing is impacting their peers significantly. They seem optimistic about Brown Ranch and resonate with

high rankings around amenities such as walkability, green space, nutritious food access, shared workspace, and recreation.

Some of the key takeaways:

- **Housing Interest:** 88% Intend to rent; 12% buy.
- **Employment:** 66% work full time, 27% work part time
- **Housing Satisfaction:**
    - 49% Are satisfied with their housing situation.
    - 41% Are NOT satisfied with their housing situation…. too expensive
    - 10% Are 'kinda' satisfied with their housing situation.
- **Income:**
    - 32.5% Earn $15-$30,000 per year.
    - 29.2% Earn $30-$50,000 per year.
    - 21.9% Earn $5-$15,000 per year.
- **Current Rent:**
    - 21.6% Pay$700-$800 per month rent.
    - 21.6% pay $900-$1200 per month rent.
    - 19.8% pay less than $700 per month rent.
    - 17.1% pay more than $1,400 per month rent.
- **How long do you plan to live in the Yampa Valley?**
    - 0 years - 15%
    - 1-2 years - 30%
    - 3-5 years - 23%
    - 5+ years - 32%

8. **YVHA Current Tenant Data**

Demand for Yampa Valley Housing Authority properties also played a role in ground truthing the number of units for each income level as well as our target market. For example, the workforce housing development called Sunlight Crossing will open this summer and has 90 units 80%-120% AMI with almost 900 people on the interest list. The low-income housing, Hillside Village apartments has a waiting list of 40 and the other two properties have 250 on the list and aren't accepting more names. 50+% of all YVHA property residents are Latino with several non-white non-Latino residents at each.

HOW WHAT WE HEARD IMPACTED DECISIONS

Our many consultants greatly enjoyed hearing from the community and quickly embraced the inclusion of all voices. They met with community members at the January presentation and afterwards were excited to share what they heard and discussed how it related to data, especially the "entry level crunch" they were struggling to identify. Data showed that respondents didn't have a strong need for 80%-120% AMI units, but from the community outreach and qualitative data we knew that wasn't true. We asked the consultants to dig deeper into the quantitate and qualitative analysis. This extended research determined that entry level renters are low-income residents who were doubling up their households and entry level owners would be in the move it up category if there was housing supply they could afford. Another excellent example was the fact that our data expert from the firm, RCLCO, was showing a very large demand for rentals

instead of for purchase options. When we included the qualitative data from our targeted outreach, we increased the number of for sale units, then reduced it some when the steering committee decided the first phase should focus on the current extreme need for low-income workers and 88% of the young workers prefer to rent.

The information we heard from our targeted outreach was not only included in our Focus Team data, our design workshops and steering committee decision-making, but also integrated well into our Health Equity Focus Team priorities. One health equity meeting was devoted to listening to lived experiences with key team members like Latinx and Integrated Community sharing what they heard during their community gatherings, individual interviews, and direct service work with clients.

As soon as we heard about barriers to home loan products, we put several strategies into motion. First, we reached out to other housing authorities for possible solutions and second, our Board President and Project Economics team lead is the Chief Financial Officer (CFO) of a local bank. He, along with YVHA staff, is collaborating with key professionals on creative solutions for mortgages.

Another thing we heard loud and clear was the fact that lower income properties, whether YVHA properties or private owners, have paper thin walls and ceilings/floors which results in conflict and stressful situations among neighbors. Therefore, we will use high quality soundproofing materials in our denser homes. A focus on the quality of materials for all buildings is now at the forefront of our priorities.

We heard from all community members that we need a grocery store on the west end of town. What that looks like is different depending on whether we listen to those who hope to live at Brown Ranch or those who live nearby and don't want to drive through town towards the ski area for groceries. A major concern from residents is that the Brown Ranch will increase traffic through town for basic services such as food purchases and medical needs. When we bring our health equity lens to the decision-making process, we see it from a more strategic lens. If a smaller grocery store is focused on the items requested by those hoping to live there, the market will take up less space and allows YVHA to build more homes which meets the primary goal of the Brown Ranch which is workforce housing. We still have questions to answer. Do we create a coop model market focusing on serving the needs of Brown Ranch residents (inclusive of our most marginalized low-income neighborhood across the highway)? Or is there another model? Thanks to our health equity data analysis, we know that the two greatest health inequities in our community are the high cost of food and our lack of housing. We are exploring options with partners to see whether ideas like a food bank, community gardens and/or an income-based discount card may be the best answer. Several steering committee members along with local experts are reviewing options with an intentional focus on a community coop model. The group is reaching out to other models in Colorado that have been successful.

Access to key services is paramount. It became very clear during our targeted outreach that access to medical services, a daycare, indoor/outdoor recreational opportunities, and outdoor safety was non-negotiable and must be included in the development of Brown Ranch.

These necessities prompted us to create the Community Partnership application process https://brownranchsteamboat.org/community-partnerships-application/, providing a framework for special housing needs, commercial, and other uses such as a non-profit center, community

gardens, daycares, etc. All projects must be aligned with the Brown Ranch Steering Committee priorities and contribute to the health and resilience of the community.

REFLECTIONS ON PROCESS

As we look back on the process to date and consider what we would share with other communities there are two key pieces. First, we believe the success of our targeted outreach is because Routt County is a small community and between the YVHA staff and board we know most everyone and if we don't, we know someone who does. As always, access removes barriers regardless of the situation. Second, we would add an integration piece to the focus teams which were mostly attended by those who traditionally share their voice. If we had recruited young adults and provided simultaneous interpretation Spanish speakers for example, residents that normally don't interact would have had an opportunity to meet each other in a neutral and safe setting.

WHERE WE GO FROM HERE

Our commitment to the Brown Ranch being "By the community, For the community" does not end with the Urban Land Institute recommendations or the completion of the comprehensive development plan at the end of 2022. This is a long-term community engaged in planning and implementation processes that will take decades to complete.

The Steering Committee members will continue to play a key role in the development and long-term stewardship of the Brown Ranch.

YVHA officially applied for annexation with the City of Steamboat Springs in October of 2022.

The Brown Ranch team initiated a community partnership application process after hearing the plethora of opportunities Brown Ranch could provide. Applications were reviewed in August and partnerships were announced.

As we move into 2023, the following will occur:

1) The Brown Ranch Annexation Committee (BRAC), a combination of City leaders and YVHA leaders will negotiate an annexation agreement with a final vote of City Council members or some type of referral to a referendum.

2) The Health Equity Action Plan will be finalized with the inclusion of current baseline data for prioritized indicators and outcome goals. The Brown Ranch provides an amazing opportunity to track isolated information as residents move in. We want to know how it changes the lives of residents and/or did we relieve countywide issues such as our declining and aging workforce. There is a strong interest in keeping the team in place with quarterly meetings, community education and health equity collaboration inclusive of all social determinants of health county wide.

3) Our more than 30 community partners will begin collaborations as we look at potential shared spaces versus specific individualized needs. Other considerations include land and physical space requirements along with the neighborhood or phase for each group.

- An example: What does the food market look like? Our food access focus team is collaborating with several key community partners such as the Yampa Valley Community Foundation, the Agriculture Alliance and Lift Up, the CSU Extension Service, and potential grocery owners.
- Other important focus team collaborations include a medical center, daycare center, transit centers, indoor recreation center, Boys & Girls Club, and a school.

4) Latinx is partnering with the YVHA to provide ongoing communication on social media, and Spanish radio so the Spanish speaking residents are well informed on housing opportunities. The housing authority has one board member position specifically for Latinx leaders or residents and three positions on the steering committee. As the number of Latinx members increases so will the number of positions dedicated to their voice. Latinx is in the process of identifying other areas in which they wish to partner.

In line with our vision and guiding principles, our community engagement and planning process is flexible, vibrant, diverse, and constantly striving to meet both the urgent and long term hopes and concerns of the Yampa Valley.