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:

- Conclude a series of governance meetings designed to build a collaborative effort that would define the next decision-making steps for Brown Ranch.

By the end of these two meetings, the group aims to complete our final deliverables:

- Develop a revised version of a steering committee that fosters collaboration between key entities
  - Membership
  - Decision-making
  - Role with community engagement
  - Communication practices for transparency
- Define an end goal for a future annexation proposal
- Outline of Annexation Roadmap for Brown Ranch with key milestones
- Identify the necessary components of the next Brown Ranch plan and annexation proposal

Adjusted Timeline

Establish a New Governance Structure

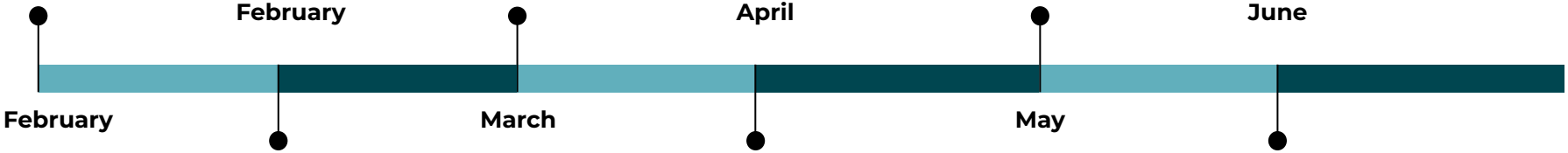
Launch an updated decision-making body to coordinate planning for the Slate Creek Neighborhood, ensuring transparency, accountability, and collaboration.

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

Revise and adopt plans

Make the final changes to the governance structure and planning process

Revise and Adopt Plans

- Develop a revised version of a steering committee that fosters collaboration between key entities
  - Membership
  - Decision-making
  - Roles & Responsibilities
  - Role with community engagement
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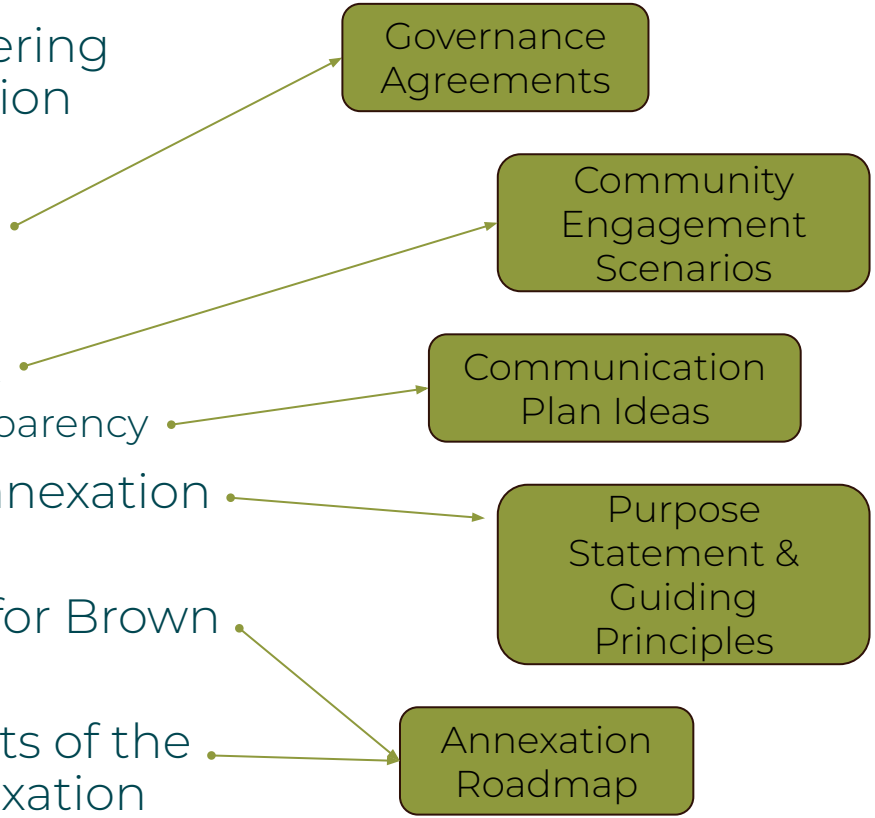

Agenda

Day 1

- Connection activity
- Finalize the purpose statement with the addition of key principles (to be drafted by the project team).
- Approve final Annexation Roadmap by consensus
- Finalize key communication and community engagement priorities for the different milestones of the project, including the development of any advisory groups for the Slate Creek Steering Committee

Day 2

- Determine roles and responsibilities for the key activities in the timeline and overall leadership of the project
    - Determine next steps on contractor support
- Review final deliverables from this process for full adoption
- Conduct final evaluation of process

Working Together

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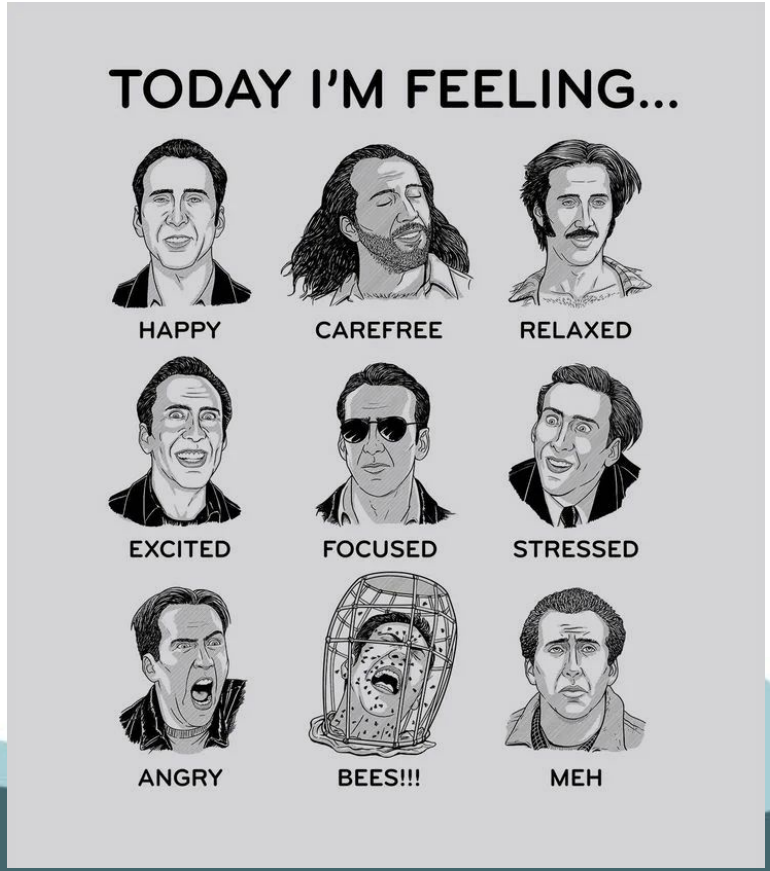
Introductions

Name

Organization

Which Nicolas Cage are you coming in as today?



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

Purpose Statement

Purpose Statement

Together, we will create a path for Slate Creek Neighborhood by providing homes for our community, prioritizing affordability, feasibility, and community support.

As a group, we will work to balance the following principles in our decision-making:

Guiding Principles - Simple

1. **Homes for Our Community.** We prioritize housing for the people who live and work in Steamboat Springs.
2. **Genuinely Affordable.** We ensure homes are attainable for local incomes — and stay that way.
3. **Community-Driven.** We earn and maintain public trust through transparency, honest tradeoffs, and inclusive engagement.
4. **Feasible and Right-Sized.** We design what can actually be built and sustained — fiscally, infrastructurally, and at a scale the community can support.
5. **A Place to Belong.** We create a real neighborhood where people can connect, thrive, and put down roots.
6. **Connected to Daily Life.** We integrate the services, transit, and amenities that allow residents to live well without traveling across town for basic needs.
7. **Diverse Housing Options.** We offer a range of unit types, sizes, and price points to serve people across all life stages and income levels.
8. **Part of a Bigger Solution.** We pursue Slate Creek as one important piece of a broader, regional approach to housing.
9. **Responsible and Sustainable Growth.** We address infrastructure, utilities, and long-term costs proactively — building in environmental sustainability so development benefits rather than burdens the community and the land for generations to come.
10. **Welcoming and inclusive.** We design for inclusion — ensuring people of all backgrounds, abilities, and circumstances have a fair opportunity to call Slate Creek home.

Guiding Principles - Detailed

1. **Homes for Our Community.** Prioritize housing for Steamboat's local workforce — workers, families, seniors, and young people — across a range of incomes, life stages, and household types.
2. **Improve Affordability.** Ensure rents and purchase prices are genuinely attainable for local income levels, using deed restrictions, appreciation caps, and other tools to protect long-term affordability.
3. **Community-Driven and Transparent.** Build and maintain public trust by centering community voices in decision-making, communicating honestly about tradeoffs, and keeping the process open and accountable.
4. **Financially Feasible.** Design a plan that can actually be built — responsibly addressing infrastructure costs, infrastructure phasing, and financing so development does not become a burden to the city or future residents.
5. **Scaled to What We Can Deliver.** Take a phased, right-sized approach that matches the City's service capacity, infrastructure realities, and community readiness, rather than maximizing units at the expense of feasibility or support.
6. **A Real Neighborhood.** Design for connection by integrating with Steamboat Springs' access to open space and trails and the mix of services (transit, food, childcare) that allow residents to thrive in place.
7. **A Range of Housing Types and Income Levels.** Offer diverse unit types — rentals, ownership, multifamily, and single-family — across income levels and potentially including market-rate options that support financial viability and community integration.
8. **Part of a Larger Housing Strategy.** Recognize that Slate Creek is one important piece of a regional solution. Coordinate with infill efforts, surrounding communities, and other strategies so that no single project bears the full weight of the housing crisis.
9. **Responsible and Resilient Infrastructure.** Address water, sewer, energy, and transportation needs proactively, building in flexibility and long-term sustainability rather than deferring costs to future generations.
10. **Health, Equity, and Belonging.** Create a welcoming, inclusive community where people of all backgrounds and abilities can access safe housing, healthy food, quality services, and civic life.

Discussion

- How well do the current drafts reflect the priorities we've heard from the community?
- Are there any principles missing from the list?
- Do you prefer a simple or detailed approach to guiding principles?
- Which principles do you wish to consider for revision?

Annexation Roadmap

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Our Updated Roadmap (but it's a lot!)

Slate Creek Neighborhood
Draft Roadmap V2

Phase 1: Groundwork

TASKS + DELIVERABLES*

Governance + Management
Define roles/responsibilities

Project Scoping
Scope, budget, timeline*
Engagement strategy*
Communications strategy*
Identify project funding

Project Teams + Systems

Slate Creek Vision + Priorities
SC Goals + Priorities*
SC Vision Statement*

Phase 2: Assessment

TASKS + DELIVERABLES*

Funding Needs/Opportunities
Assess funding needs/sources
Partnership opportunities
Creative models

Affordability
AMI Targets, Role of Mkt Rate

Feasibility + Constraints

Scale + Phasing Plan

Strategies to respond to challenges and constraints

Phase 3: Planning

TASKS + DELIVERABLES*

Scenario Prep
Key concepts to explore
Data and metrics for evaluation

Scenario Planning
Create 3-4 scenarios
Evaluate benefits/trade-offs
Identify preferences / strategies
Create final preferred scenario

SC Neighborhood Plan
Create final plan based on preferred scenario

Phase 4: Development Strategy

TASKS + DELIVERABLES*

Strategy for SC Development
Funding + Financing Plan
Development Partnership(s)
Annexation strategy
Project timeline
Affordability programs / tools

Policy + Systems
Regulatory / code alignment
Engineering level design

Annexation Agreement

Community Vote on SC Plan

Cross-cutting Activities

Communications: Consistent, Effective Communication and Outreach

Meaningful Community Engagement

Project Teams: Project Management, Development Advisory, Engagement + Outreach

Communication and Community Engagement

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Communications

Phase 1: Governance & Groundwork

Communications Goal: Build trust in the process

Phase 2: Clarify Needs, Constraints & Opportunities

Communications Goal: Build shared understanding of the issues and realities

Phase 3: Develop Slate Creek Neighborhood Plan

Communications Goal: Help the community evaluate options and tradeoffs

Phase 4: Policy Alignment & Implementation

Communications Goal: Build confidence in the preferred path forward

Community Engagement

Approach A

This approach engages an advisory group of community members as ambassadors of engagement throughout the phases.

Approach B

This approach engages the community in wrestling through key tradeoffs and varying perspectives on what should be done through deep deliberation.

Approach C

This approach uses technology to reach a broad set of the community while diving into depth on key technical topics with a smaller group of community members.

Approach D

This approach engages key stakeholders with the potential to support or block the proposal before selling an idea to the community.

How do the approaches balance breadth and depth, technical expertise and lived experience, and efficiency and inclusion?

What do you appreciate? What do you have concerns about? What missing?

What elements would you like to mix and match in a final community engagement approach?

Roles and Responsibilities

Project Management

Who will provide the Project Management support for the Slate Creek Steering Committee and its activities?

This includes:

- Oversee team collaboration
- Executing the roadmap
- Managing schedules and deliverables
- Resource and budget management
- Stakeholder communication
- Others?

RACI Chart

Step 1 - Determine what activities should be included in the RACI Chart

Step 2 - Gather with members of your organization. Determine at what level your organization should be involved for each activity.

Step 3 - Add sticky notes (1 color per organization) to RACI and write specific group/people on sticky note. (Ex. City Council President, City Manager, Council Members)

Contractor Support

Current State

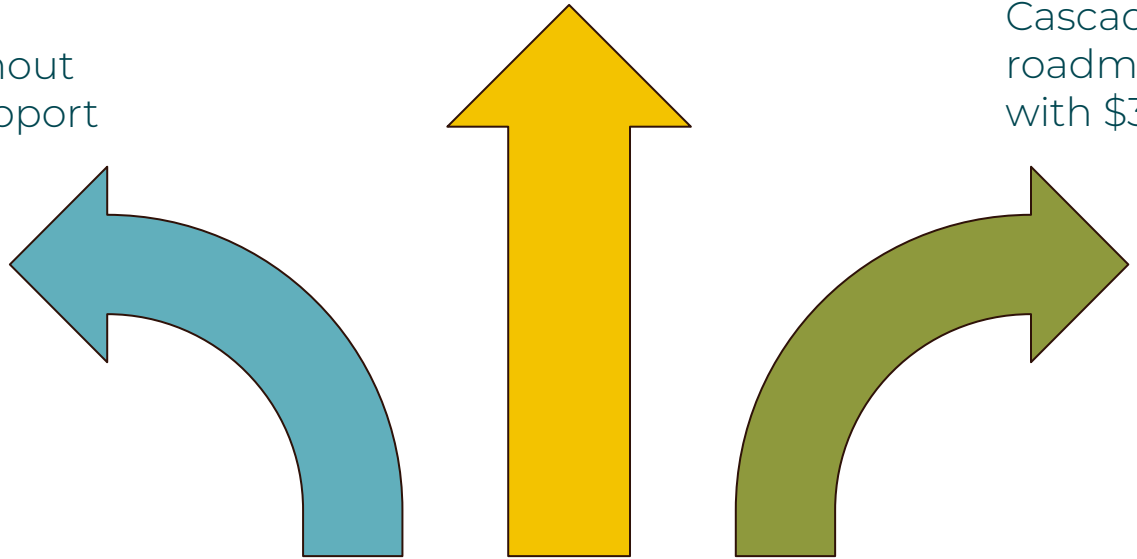
- Contractor support is currently provided via a Belonging Colorado grant through the City of Steamboat Springs
- ~$35K remains in grant funds (not assigned to existing contract)
  - Per belonging CO grant, there is some expectation of community engagement (vs. support for governance)
  - Needs to be spent by end of 2026, reporting in Nov.
  - Current spend rate of CB/CC is about 12k per trip (+ prep) to Steamboat, allowing us to provide 3-4 more months of support to get started on next phase

Future Pathways

PM is identified and staff across three entities complete roadmap without contractor support

PM facilitates SCSC to develop RFP for additional contractor support to complete roadmap

PM works with Community Builders, Civic Canopy, and Cascadia to complete roadmap, starting with $35k remaining



Recommendations for Moving Forward

Sustain Momentum

- Avoid gaps in activity, as in fall / winter due to budget delays
- If partners want to move forward, commit, identify resources, empower staff and SCSC

Recommended next steps with existing resources

- Support SCSC transition into project execution role/mode (aim to meet in July)
    - Determine facilitation needs
    - Oversee development of project Scope, Budget, Timeline

- Complete Groundwork Activities
    - Engagement and Communication Strategies and Systems; Confirm + create teams

- Targeted engagement
    - Engage and meet with potential project partners (local)
    - Engage Development Advisory Committee (DAC)
        - Review and discuss roadmap approach and role of DAC

Final Deliverables

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Final Deliverables

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Where are we now?

- Develop a revised version of a steering committee that fosters collaboration between key entities
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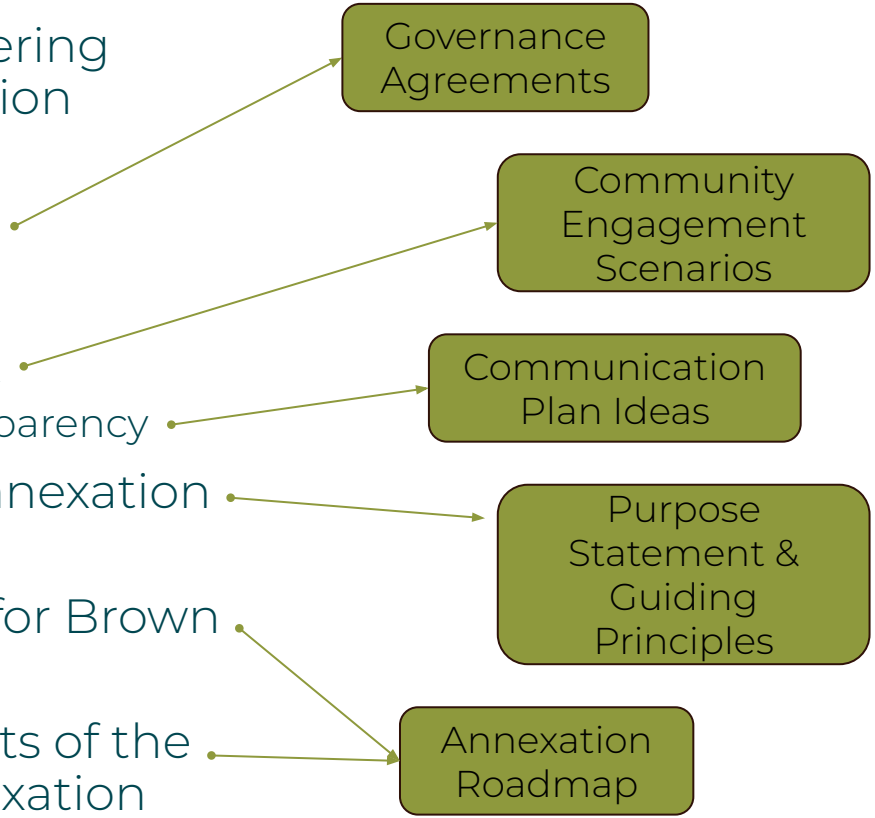

Next Steps

1. Community Builders, Civic Canopy, and communication teams will synthesize final discussions the documents.
2. Then the final versions will be submitted to you all for a final e-vote for the final products of the governance phase.
3. All e-votes should be made publicly to the group (similar to in person meetings).
4. If the group does not have consensus on final documents, another meeting will need to be scheduled.

Evaluation