# Slate Creek Steering Committee
# Vectra Bank, 2nd Floor and Via Zoom
# FRIDAY, OCTOBER 02, 2026
# 1:00 PM

Join Zoom Meeting

https://url.us.m.mimecastprotect.com/s/mH6DC2kDA8hpO5lvtnf33i5rIGz?domain=us02web.zoom.us

Meeting ID: 890 6111 2753
Passcode: 590115

One tap mobile
+17193594580 (89061112753#) or *590115# US
+13462487799 (89061112753#) or*590115# US (Houston)

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

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

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**A. ROLL CALL**

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**B. DISCUSSION ITEMS**

1. **Retrace recent steps in the governance decision-making, understand the phases of the development process, explore pros and cons of possible pathways forward, and make a consensus decision on approach to move forward.**

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**C. PUBLIC COMMENT**

## D. ADJOURN

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

**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, October 13th.

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, October 6th.

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 Thursday, October 8th.

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.

Three or more City Council members may attend this event and may discuss public business, including information of public policy. For more information, please contact Julie Franklin, City Clerk 970-879-2060.

City of Steamboat Springs

**TO:** Slate Creek Steering Committee

**FROM:** Kayley McCarthy, Housing Innovation Specialist

**DATE:** October 2, 2026

**RE:** Slate Creek Steering Committee

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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 2 primary deliverable: Create new decision-making body to coordinate planning for the Brown Ranch site (e.g., Slate Creek Neighborhood)

The Slate Creek Steering Committee began meeting in February 2026. Another key outcome of Phase 2 included the creation of the Slate Creek Development Roadmap. The committee is now in the implementation phase of Development Roadmap.

To learn more about the larger community solutions project, including summary reports from previous phases of the project, visit EngageSteamboat.net.

**TODAY'S DISCUSSION:**

The Slate Creek Steering Committee last met on August 12th to review a revised Development Roadmap with five work streams; governance, opportunities and constraints, scenario analysis, development strategy, and community engagement. The

committee held discussions centered on whether to proceed with the existing contractors and roadmap as described, or to issue an RFP for a single developer, including taking a poll on moving forward with the proposed roadmap and contractors. A consensus was not reached by the committee. Today's conversation will continue to build on the discussions and outcome of the last meeting.

Items for discussion include:

- A review of previous decisions made in the governance decision-making phase.
- An overview of the phases of housing development.
- Exploration of pros and cons of possible pathways forward.
- Make a consensus decision on approach to professional support for Slate Creek Roadmap implementation.

**Attachments:**

- **Attachment 1:** Presentation
- **Attachment 2:** Decision Framework
- **Attachment 3:** Slate Creek Development Roadmap
- **Attachment 4:** Roadmap Budget & Recommended Project Team Structure
- **Attachment 5:** Phases of Housing Development – DOLA DOH Presentation

# Slate Creek Steering Committee

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:

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

## Objectives:

- Retrace recent steps in the governance decision-making
- Understand the phases of the development process
- Explore pros and cons of possible pathways forward
- Make a consensus decision on approach to professional support for Slate Creek Roadmap implementation (or move to Oct. 9).

# Working Together

# 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.

# Retracing Previous Decisions

**Roadmap to Annexation (7/13/26)**

Following an exploration of an earlier annexation plan, the group decided to move forward with the following roadmap that includes a year-and-a-half-long planning process before going to an annexation vote in November of 2027. Unlike previous planning, this planning will focus on a smaller parcel to annex initially, based on the City's current infrastructure constraints.

To support this decision, Jay Harrington emphasized the need to articulate that there will be a part of the process in which we select a development partner who would have buy-in to the final plan.

**Contractor Recommendations (7/13/26)**

After reviewing the pros and cons of staying with current contractors vs. opening up an RFP, SCSC approved the use of Community Builders and Civic Canopy for ongoing facilitation and community engagement support over the course of the roadmap. SCSC also expressed a preference for working with existing contractors with either open contracts or those who had been vetted in the initial selection of the Community Builders team. SCSC requested a full list of potential contractors from YVHA, but provided support in having YVHA develop a preferred option to present at the next SCSC meeting on the mix of contractors and corresponding budget implications.

# Retracing Previous Decisions (Con't)

**Contractor Recommendations (8/12/26)**

The group reviewed a revised roadmap with five work streams, including governance, opportunities and constraints, scenario analysis, development strategy, and community engagement. Clark and Emily presented the proposed approach, which included working with Community Builders, Civic Canopy, Cascadia Partners, and Landmark Consultants while also forming a development advisory team. Significant discussion centered on whether to proceed with the current roadmap and consultants or to issue an RFP for a single developer, with concerns raised about efficiency, transparency, and the value of scenario planning. The committee took a fist-to-five poll on moving forward with the proposed roadmap and contractors, resulting in an initial consensus with the need to solicit votes from two missing members.

**Challenge to Contractor Recommendations (8/24/26)**

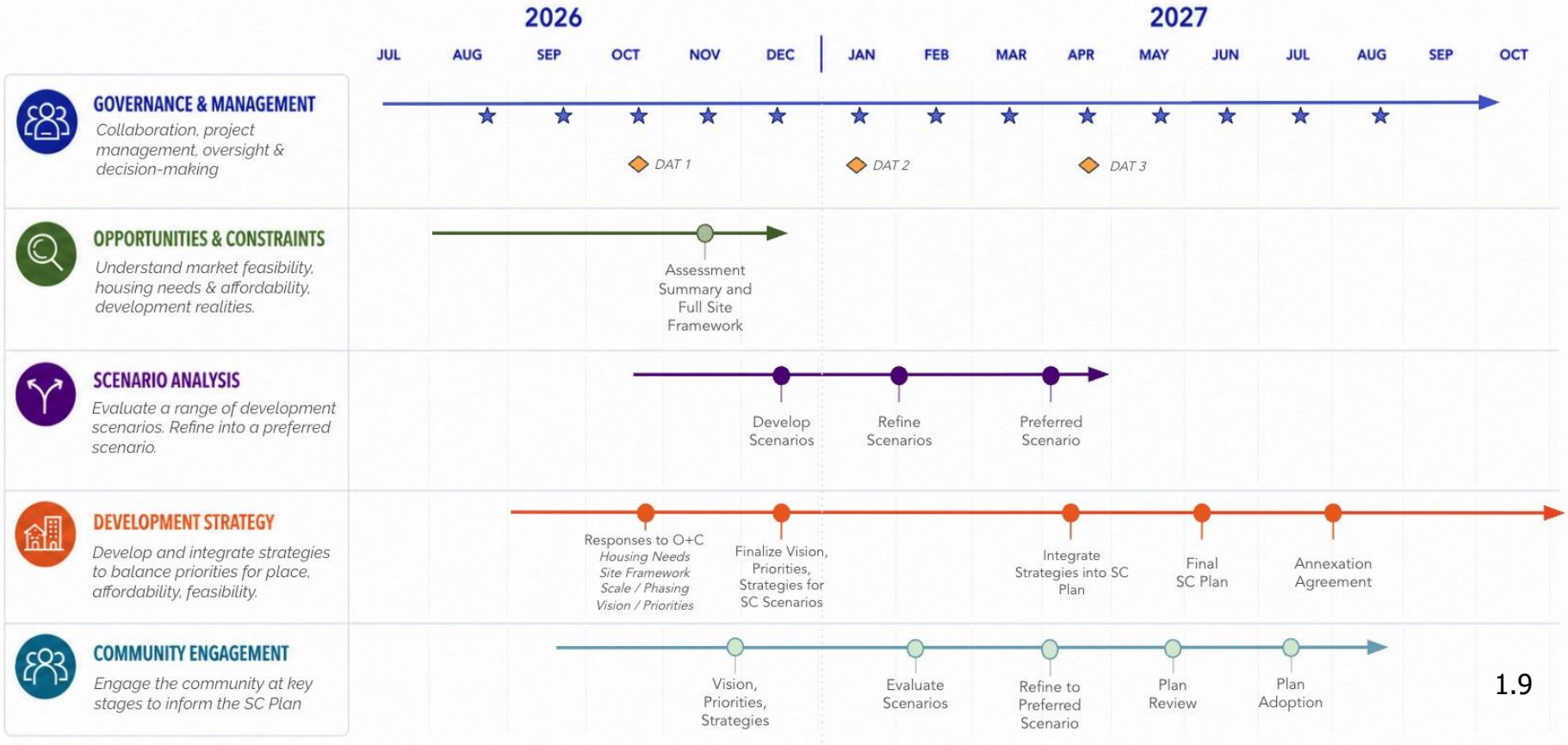
Councilman Dave Barnes wrote a letter to the SCSC questioning the process and offering a "fist" vote to the proposal of moving forward with existing contractors for reasons outlined in his August 24 email. As a result, the SCSC has not reached consensus on a path forward and is continuing to explore options at its October 2 meeting.

# SLATE CREEK DEVELOPMENT ROADMAP

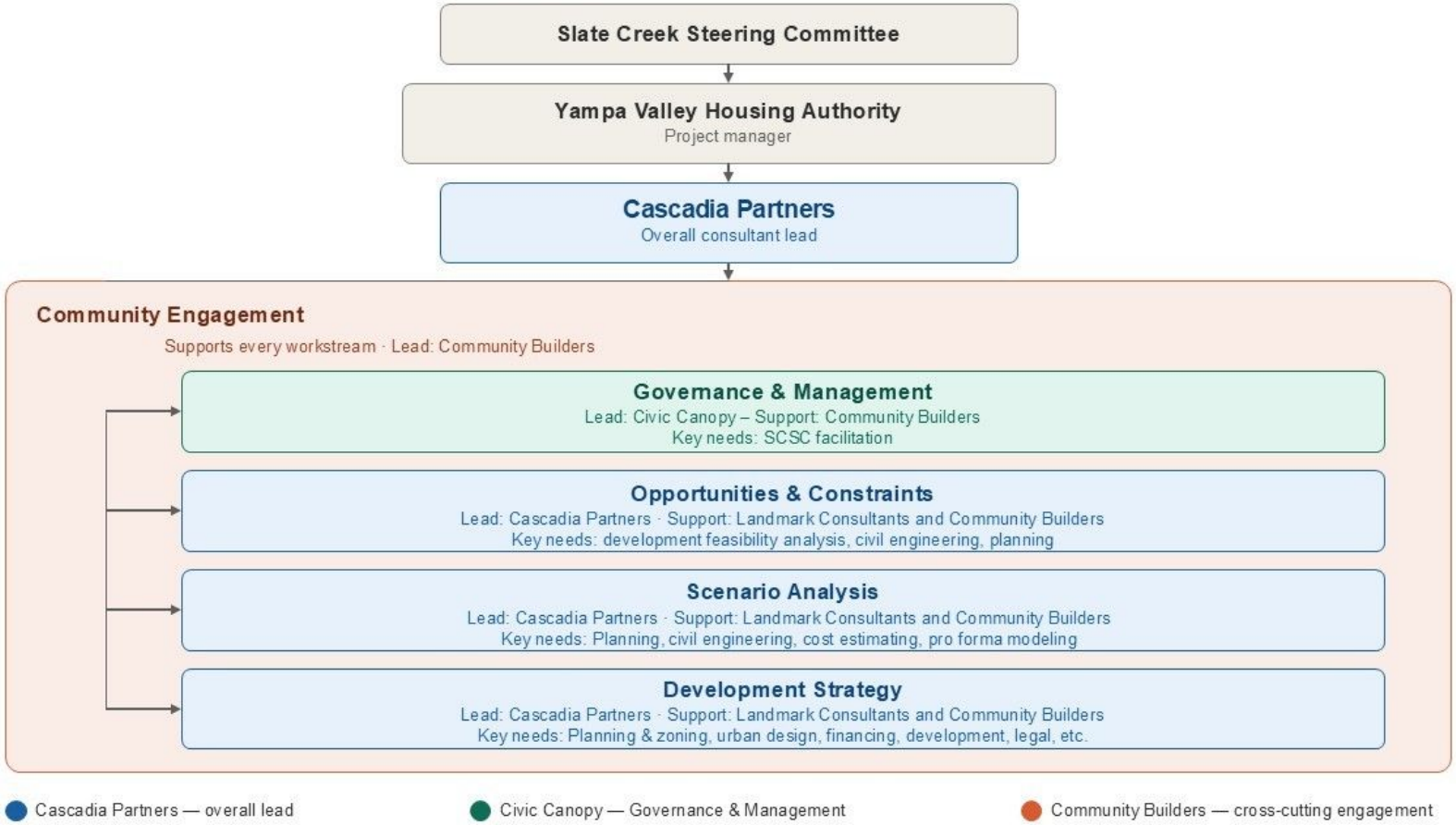
A COLLABORATIVE PATH TO AN IMPLEMENTABLE PLAN

= Slate Creek Steering Committee

= Development Advisory Team



## Slate Creek Neighborhood Annexation Roadmap — project team structure



# Options for Moving Forward

# The Three Options Under Review

**Option 1A: Roadmap + Existing Consultants**
Proceed with the approved roadmap (Cascadia, Community Builders, Civic Canopy, Landmark) as presented in the August 12 meeting. Five work streams, community scenario input, development advisory team engagement, targeting November 2027 annexation.

- KEY FINANCIAL FACTOR: Keeps City eligible for additional Belonging Colorado funding ($300k+ grant extension).

**Option 1B: Roadmap + RFP for New Consultants**
Commit to the roadmap planning process but open an RFP for a new set of consultants (or a mix of current and new). Requires 3 month procurement delay, but incorporates same community engagement model and deliverables as 1A, but with transparent procurement and potentially different team composition.

- *Note: Loses eligibility for additional Belonging Colorado funding extension.*

**Option 2: Developer-Led Process**
Bring a developer or development team to the table early. Focus on feasibility, market constraints, and near-term housing delivery. Reduce or eliminate community scenario planning in favor of developer-driven design and entitlement work. Aim for faster path to real construction.

- *Note: Loses eligibility for additional Belonging Colorado funding extension.*

# Decisions by Consensus

## The Fist to Five Voting Method

On the count of 1-2-3, everyone simultaneously raises a fist with 0, 1, 2, 3, 4 or 5 fingers extended to express how you feel about the decision.

| | | | | | |
|---|---|---|---|---|---|
| No way. I don't support this decision and I am vetoing. | I have strong reservations but will support the decision and will not veto. | I am uncomfortable with the decision but can live with it. | This decision is okay with me. | I support this decision. | I strongly support this decision. |

**Consensus**

# Recurring Meeting Schedule

# Proposed Recurring Meeting Schedule

1st and 2nd Fridays of the Month, 1-2:30 PM

- October 9
- November 6 & 13
- December 4 & 11

Alternate Possibility: 1st and 3rd Fridays (after October)

- October 9
- November 6 & 20
- December 4 & 18

# Slate Creek Steering Committee 1:00 - 3:00 pm | October 2, 2026

## Decision Framework: Roadmap Approach Options vs. Developer-Led Path

### Meeting Purpose & Structure

The Steering Committee will evaluate three distinct paths forward for Slate Creek Neighborhood, each with different timelines, costs, community engagement models, and risk profiles. This framework enables transparent evaluation before the group moves to a final decision.

### The Three Options Under Review

#### Option 1A: Roadmap + Existing Consultants

Proceed with the approved roadmap (Cascadia, Community Builders, Civic Canopy, Landmark) as presented in the August 12 meeting. Five work streams, community scenario input, development advisory team engagement, targeting November 2027 annexation, but recognizing that several months have passed and this goal is tight

- **KEY FINANCIAL FACTOR: Keeps City eligible for additional Belonging Colorado funding ($300k+ grant extension).**

#### Option 1B: Roadmap + RFP for New Consultants

Commit to the roadmap planning process but issue an RFP for a new set of consultants to support the technical workstreams within the roadmap (or a mix of current and new). Requires 3 month procurement delay, but same workstreams, community engagement model, and deliverables as 1A, but with a new procurement and potentially different team composition.

- *Note: Procurement will add approximately three months to the roadmap timeline. Because of this delay, it is unlikely Belonging Colorado grant funding would be available as the application for the next round is due Oct 23.*

### Option 2: Developer-Led Process

Issue an RFP for  a developer or development team to bring the private sector to the table early to create and manage a planning and annexation process and ultimately have the ability to develop some to-be-defined portion of the property. Level of community engagement to be determined. *Note: Because the Steering Committee would shift leadership of the planning and annexation process to a private developer, SCSC would lose eligibility for additional Belonging Colorado funding extension*.

## Arguments For and Against Each Option

### Option 1A: Roadmap + Existing Consultants

#### Arguments In Favor

- Understanding opportunities and constraints of entire 534-acre site prior to developing a subarea of the site ensures the community does not miss future opportunities (think infrastructure sizing, road connections, siting commercial development, etc.)
- Roadmap provides opportunity to understand various development approaches prior to bringing on a development group to develop the site
- Existing team has site/project knowledge; hits ground running
- Scenario modeling creates shared understanding of real tradeoffs with community early
- Master plan for the entire site, guides future development phases comprehensively and provides savings for planning in future phases
- Development advisory team ensures broad range of developer perspectives in planning and development approach, so all scenarios are rooted in feasibility
- Community Engagement approach keeps City eligible for $300k+ Belonging Colorado grant extension
- Addresses "belonging" and community voice commitments from Phase 1
- Robust community engagement plan increases likelihood of public support
- Most likely path to meet November 2027 annexation timeline, though timing is going to be a challenge

#### Arguments Against / Key Concerns

- Perceived as process-heavy
- Concern that planning prior to engaging a developer with interest in developing the site may not yield feasible development plan
- Concern about "engagement fatigue" in the community
- Scenario planning may be irrelevant if market dictates a particular solution

- Public partners will fund consultant fees rather than potentially getting upfront commitment from developer to help fund planning and annexation work
- Without RFP process, unable to test if other technical consultants would have lower fees to reduce overall comprehensive roadmap budget
- Potential for concerns around process transparency

## Option 1B: Roadmap + RFP for New Consultants

### Arguments In Favor

- Transparent procurement process; addresses process fairness concerns
- Allows evaluation of alternative approaches or expertise
- Maintains roadmap sequence and community engagement depth with a delayed timeline
- Master plan for the entire site, guides future development phases comprehensively and provides savings for planning in future phases
- May bring fresh perspective or consultant combination

### Arguments Against / Key Concerns

- RFP process adds 3 months; will not be able  to put the annexation question on the November 2027 ballot
- Loses $300k+ Belonging Colorado grant extension
- New consultants would be unfamiliar with community, community concerns, site, and project history, increasing ramp-up time to “get the project started”
- Does not address concerns around process (e.g. scenario planning is still the model)

## Option 2: Developer-Led Process

### Arguments In Favor

- Developer’s financial interest in developing site should root planning and annexation effort in development feasibility
- Faster decision-making; no multi-entity consensus process required
- Potential to reduce community "process fatigue"; focuses on results
- Credible private sector partner could be valuable for overall perception of credibility in the community

### Arguments Against / Key Concerns

- Could be “cart before the horse” to allow visioning, planning, and annexation to be conducted by a developer with an interest in developing only their site prior to working through those questions with the community (SCSC as representatives) particularly development approach

- A developer may not be inclined to take the project to a vote since it’s not required
- Community involvement greatly reduced, SCSC role greatly reduced
- While some level of engagement will still be needed, reduces community voice in shaping design and priorities
- Does not provide a comprehensive vision for the overall site, may cause impacts to later development or miss opportunities that could be found through a more complete view
- Potential to bias product type and housing program to what selected developer specializes in building
- No guarantee developer will be willing to spend money at risk for planning prior to annexation
- Loses $300k+ Belonging Colorado grant extension
- Perception: pre-cooked decision; undermines public trust in decision-making process
- November 2027 annexation still requires City Council/voter approval; doesn't avoid political process
- No guarantee this will speed up the process; some level of conceptual master planning still needed to fit the first phase into the overall site.

## Comparative Evaluation Template

The project team has seeded this framework with initial analysis from facilitator notes and meeting summaries. Additional detail and expert input welcome.Agenda: October 2 Meeting (2 hours)

| Decision Factor | Option 1A Roadmap + Current | Option 1B Roadmap + RFP | Option 2 Developer-Led |
|---|---|---|---|
| **Timeline to Housing Occupancy** | Best estimate is 2030. Scenario planning may push earlier feasibility conversation. | Same as 1A; RFP process may add 2-3 months to start. | Potentially earlier than 2030, but could also be later; depends on developer tolerance to spend planning and design dollars at risk. |
| **Community Engagement Model** | Deep: scenario modeling, advisory teams, multiple touchpoints. Community shapes preferred option. | Deep (same as 1A). Potentially different consultant approach or style. | TBD but likely to be reduced or transactional: developer-led design focus. |
| **Developer/ Market Buy-In** | Medium-to-high. Advisory team engagement from Oct onward. Developers see real tradeoff modeling. | Medium-to-high (same as 1A). May signal transparency or may signal indecision about team. | High (by design). A developer has decision-making seat at table from day 1. Financial interest in developing site. |
| **Feasibility & Market Reality** | Scenario modeling exposes constraints early (construction costs, infrastructure capacity, available subsidy), Builds shared understanding of | Same process, potentially different consultant expertise.. | Developer brings real-world feasibility lens immediately. Risk: narrows options prematurely; may not explore full range, particularly participation of other developers, |

| | | | |
|---|---|---|---|
| | what's actually possible. | | participation of public sector, etc. |
| **Transparency & Perception** | Proposed consultant team procured at other stages of process. Concern about perception of transparency. | Addresses perception concerns about consultant selection, but runs risk of not finding better fit. | May be perceived as “putting cart before the horse.” Risk: public may feel excluded from all decision-making. |
| **Financial: Belonging Colorado Grant Eligibility** | YES — eligible for $300k+ grant extension. | NO— loses grant extension eligibility. Estimated loss: $300k+ | NO — loses grant extension eligibility. Estimated loss: $300k+ which may or may not be offset by change of scope and/or developer’s financial participation in planning |
| **Total Cost (Planning Phase)** | $440-705k comprehensive roadmap budget, includes master planning the site | TBD | TBD |
| **Risk Profile** | Primary risk: community planning process doesn't translate to real development. Sunk cost if developer says "not feasible." | Primary risk: Schedule delays, consultant misalignment or retracing steps. Community planning process doesn't translate to real development | Primary risk: assuming we know what the community wants but getting it wrong. Moving too quickly with a single developer prior to evaluating development approach options; biasing development plan and product type on what selected developer builds. |

| | | | |
|---|---|---|---|
| **Scalability & Phasing** | Scenario approach allows multiple phasing options. Can adapt if early phase teaches market lessons. | Same adaptability as 1A. | Unclear how first phase fits into rest of site and future development opportunities. |

## Agenda Outline

### 1. Opening & Framing (15 min)

Bill: Review of objectives, norms, and recent decisions of the group. Our big goal for the day is to choose a path to affordable housing. All three options aim at the same goal. Decision by consensus if possible.

### 2. Framework Overview (15 min)

Project team presents the three options side-by-side using pros and cons and the evaluation table.

### 3. Q&A (15 min)

Group asks questions about feasibility, timeline, and market realities underlying each option. Rely on expertise in the room to answer where possible, and create a list of additional information to gather if needed.

### 4. Strengths & Concerns Harvest (30 min)

Going option by option, go around the room: "What's the best case for this?" then "What's the biggest concern?" Capture themes on a flip chart. No debate yet—just listening for where people land naturally. Experts can flag where feasibility concerns are legitimate vs. process concerns.

### 5. Straw Poll (10 min)

Fist-to-five on each option. Not binding. Just shows where energy/concerns are. Identify who is at 1-2 and briefly why.

### 6. Decision & Path Forward (25 min)

Do we have consensus on one option? If yes, close it and move to next steps. If no: What would it take to move? (More data? Modified approach? Different conversation?) Set expectation: is this decided today or do we move this to October 9?

### 7. Close (5 min)

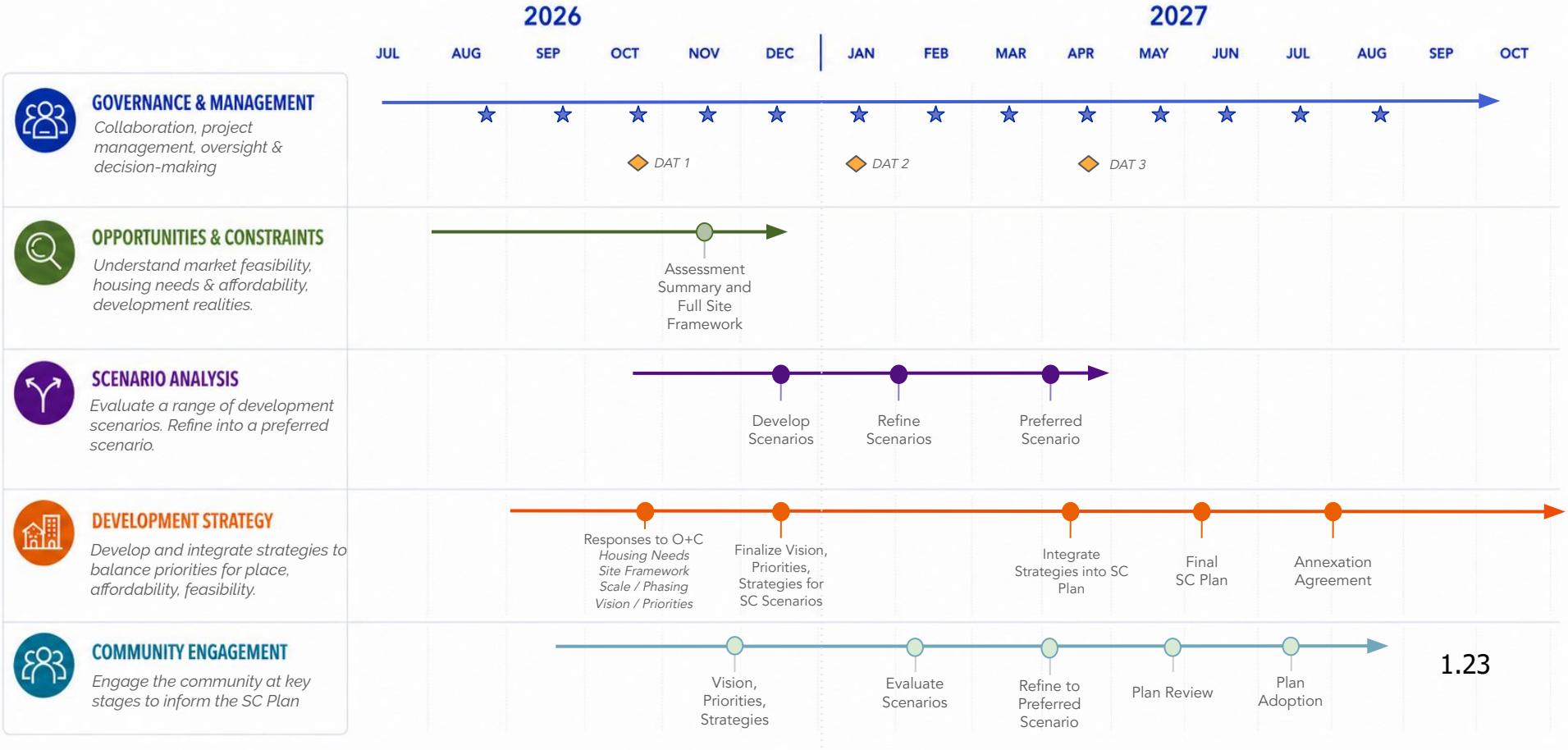
Next steps, calendar, appreciation for the work.

# SLATE CREEK DEVELOPMENT ROADMAP

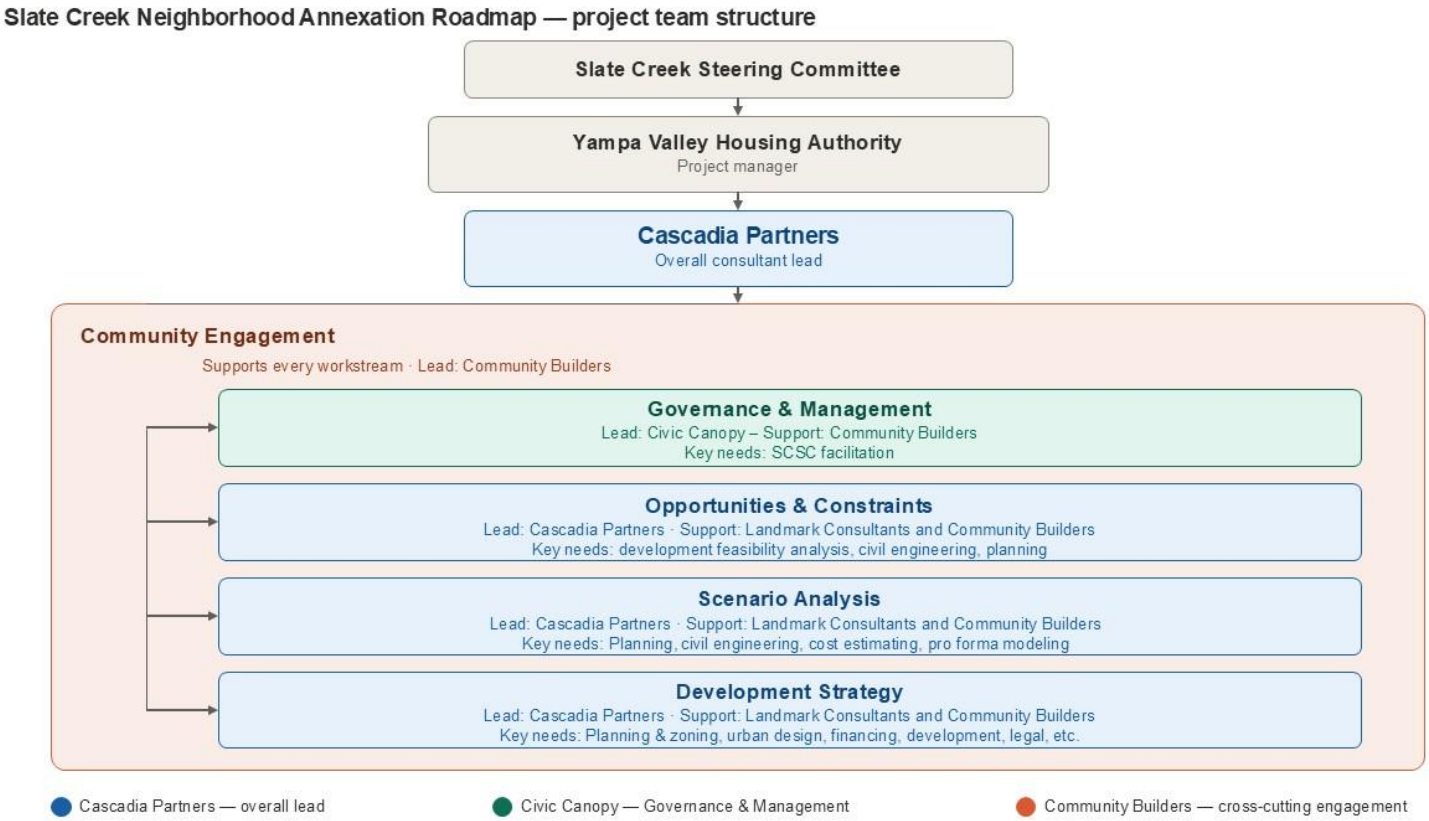
## A COLLABORATIVE PATH TO AN IMPLEMENTABLE PLAN

★ = Slate Creek Steering Committee

◆ = Development Advisory Team



# Option 1A Team Structure



# Option 1A Roadmap budget considerations

## Potential Income Sources

| Source | Amount | Status | Eligible Activities |
|---|---|---|---|
| **Routt County grant to YVHA** | $500,000 | Existing contract | Opportunities & Constraints<br>Scenario Analysis<br>Development Strategy<br>*Infrastructure design & engineering |
| **Colorado EIAF grant** | TBD | Existing contract | Opportunities & Constraints<br>Scenario Analysis<br>Development Strategy<br>*Infrastructure design & engineering |
| **Belonging Colorado 2026** | Estimated $40,000 remaining | Existing contract | Community Engagement<br>Governance (limited)<br>*City of Steamboat Springs grant |
| **Belonging Colorado 2027** | TBD | Upcoming grant round | Community Engagement |
| **Steamboat Springs cost share agreement** | TBD | TBD | TBD |

# Option 1A roadmap budget considerations:

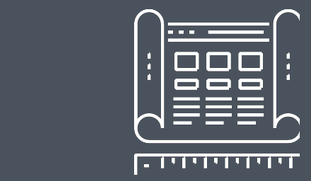
Estimated Costs

| Task | Low | High | Variables that impact cost |
|---|---|---|---|
| **Governance & Management** | $50,000 | $65,000 | Frequency of SCSC meetings; amount of travel required for in-person facilitation |
| **Opportunities & Constraints** | $40,000 | $55,000 | Amount of new analysis needed; cost of synthesizing existing analysis for effective decision making and coordination |
| **Scenario Analysis** | $140,000 | $200,000 | Number of scenarios; size of planning sub-area; variation of scenarios: site level vs. "program only" |
| **Development Strategy** | $85,000 | $165,000 | Expectation on level of detail of Development Plan, Annexation Areement, and Zoning |
| **Communications & Community Engagement** | $100,000 | $190,000 | Depth of engagement; number of events; amount of travel required for in-person engagement vs virtual engagement options |
| **General & Administrative** | $25,000 | $30,000 | N/A |
| **ESTIMATED TOTAL** | **$440,000** | **$705,000** | |

# PHASES OF HOUSING DEVELOPMENT

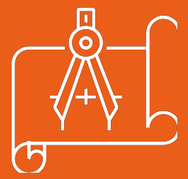
# PHASES OF DEVELOPMENT & LOCAL OFFICIALS ROLE

**Phase I:**
Visioning

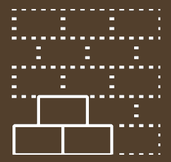


**Phase 2:** Planning & Predevelopment

**Phase 3:**
Securing Funding



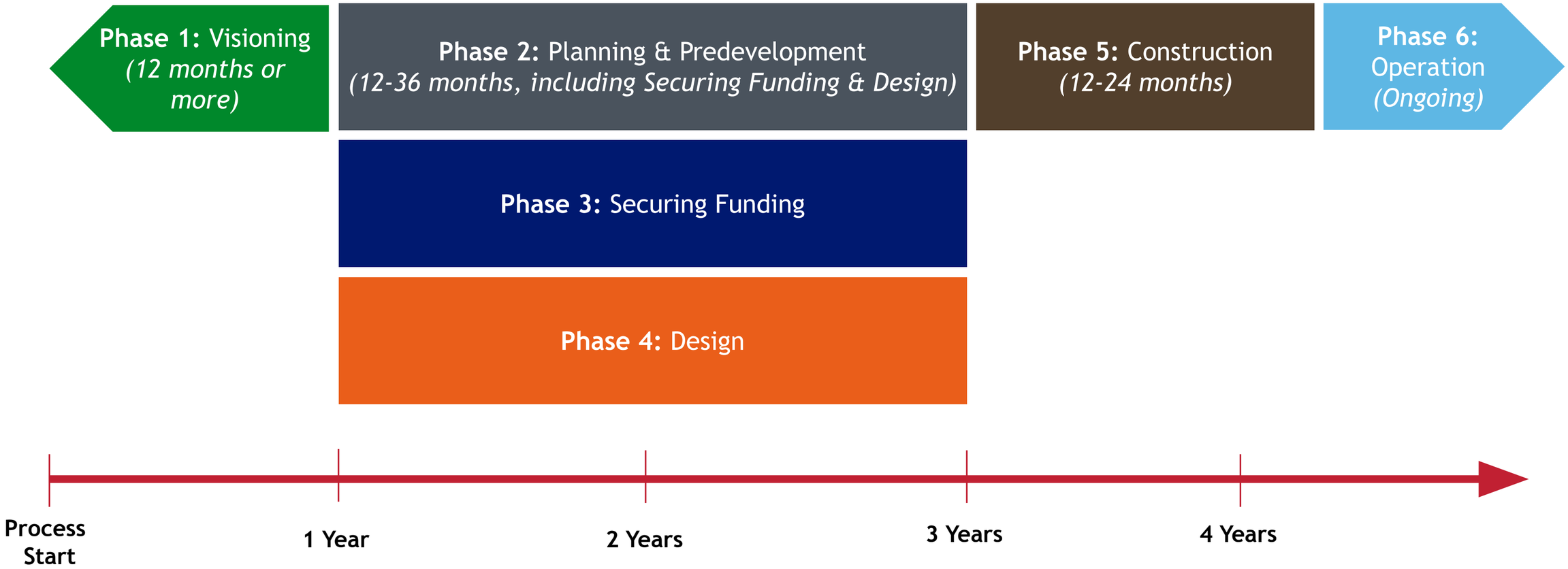
**Phase 4:**
Design



**Phase 5:**
Construction

**Phase 6:**
Operations

# TYPICAL DEVELOPMENT TIMELINE GRAPHIC

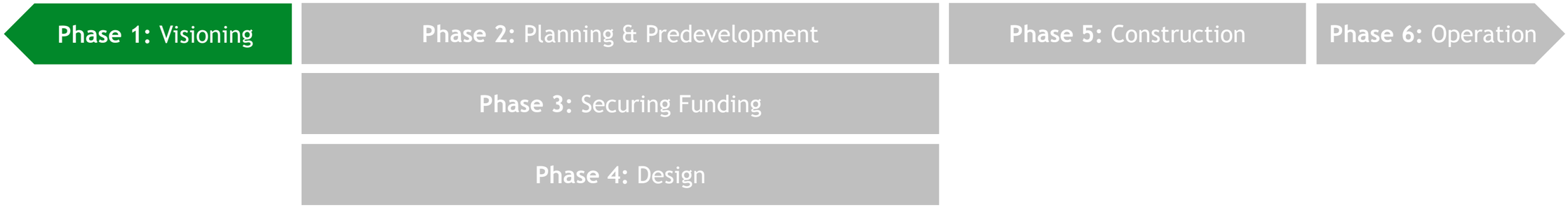


# *PHASE 1 - VISIONING*

## The visioning phase focuses on understanding:

- your community's need for affordable housing;
- housing types to respond to that need;
- your jurisdictions' capacity for the participation that will be required to develop this type of housing; and,
- what additional partnerships may be necessary to fill your capacity gaps.

## Timeline:



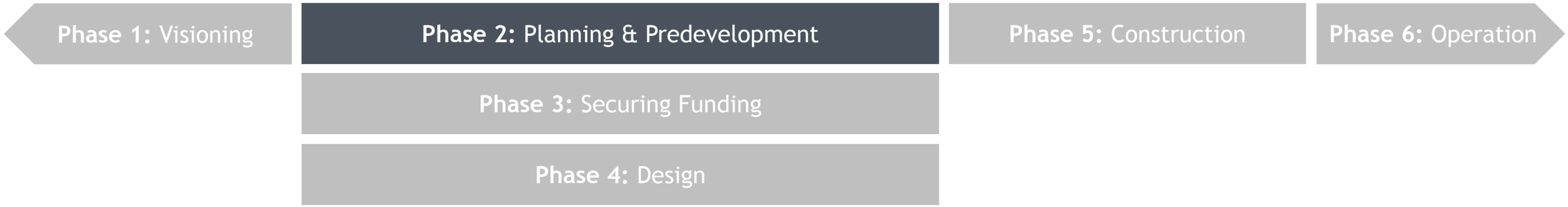
# *PHASE 2: PLANNING AND PREDEVELOPMENT*

**This planning and predevelopment phase takes your concept into a specific development scope of work, including:**

- locating and/or purchasing a development site;
- working with a design team to prepare a design concept; and,
- preparing feasibility assessments and cost estimates.

## Timeline:

Predevelopment alone can take more than a year or even multiple years, particularly for affordable development that uses tax credits or complex financing.

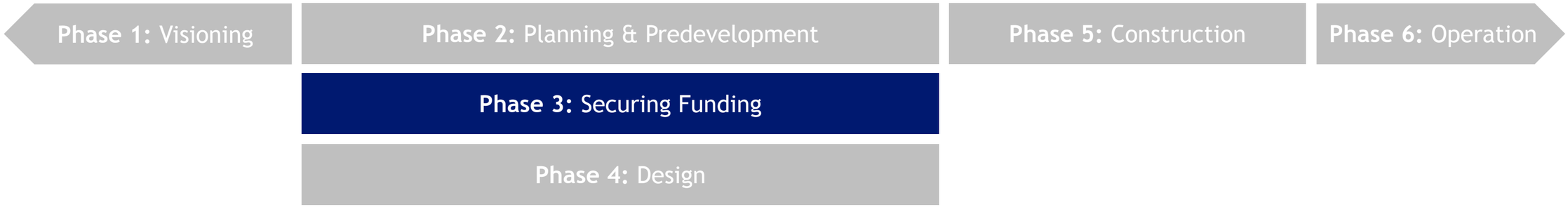


# *PHASE 3: SECURING FUNDING*

**The funding phase includes obtaining the financing required to design, construct, and operate the development for the duration of the project, including:**

- determining and securing multiple financing sources; and,
- completing multiple applications for the various funders.

**Timeline:**



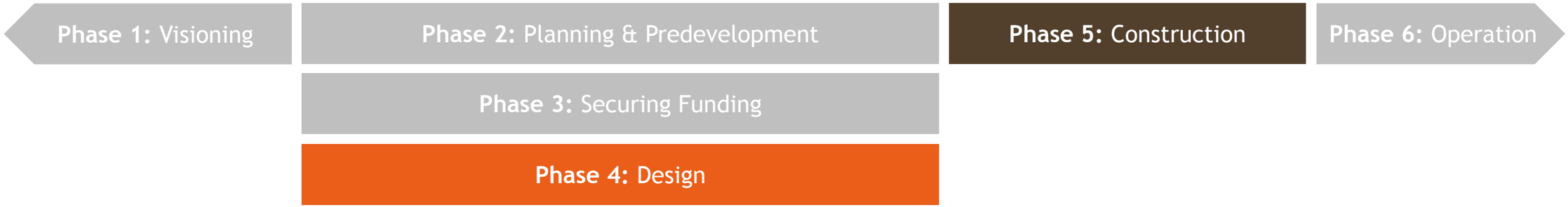
# *PHASE 4: DESIGN*

**The design phase includes the final contracting with the various design experts needed (described on later slides).**

# *PHASE 5: CONSTRUCTION*

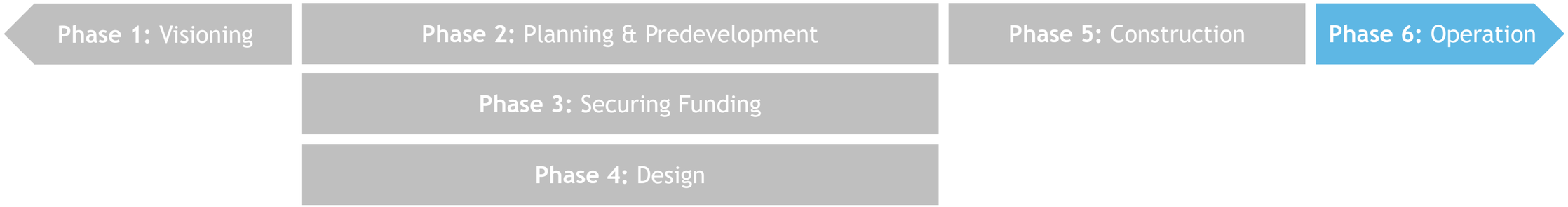
**The construction phase includes the preparation of the development site for construction and the actual construction or rehabilitation.**

**Timeline:**



# *PHASE 6: OPERATIONS*

## The operations phase includes:

- obtaining tenants and signing leases if the development is a rental project or selling units if the development is a for-sale project;
- identifying service providers and preparing agreements;
- managing the property or securing a property manager; and,
- long-term stewardship/management of the development.

## Timeline: