

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 556-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.

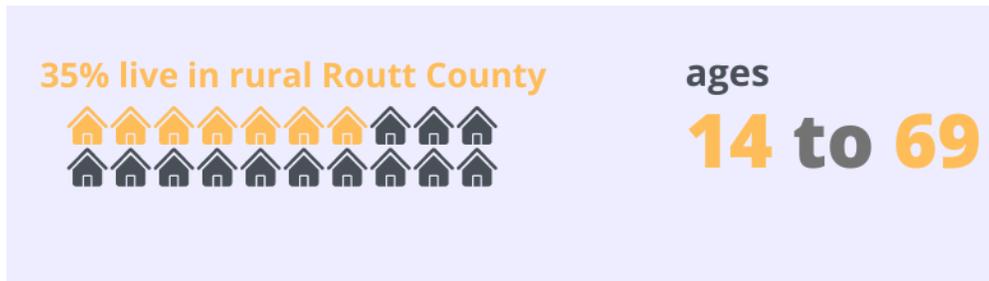
Now, thanks to the foresight and generosity of an anonymous donor who gifted this property to the Yampa Valley Housing Authority, our community has the opportunity of a lifetime. Over time, this special place will become a series of vibrant, resilient, diverse, and welcoming neighborhoods. It can provide 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 have 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 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.

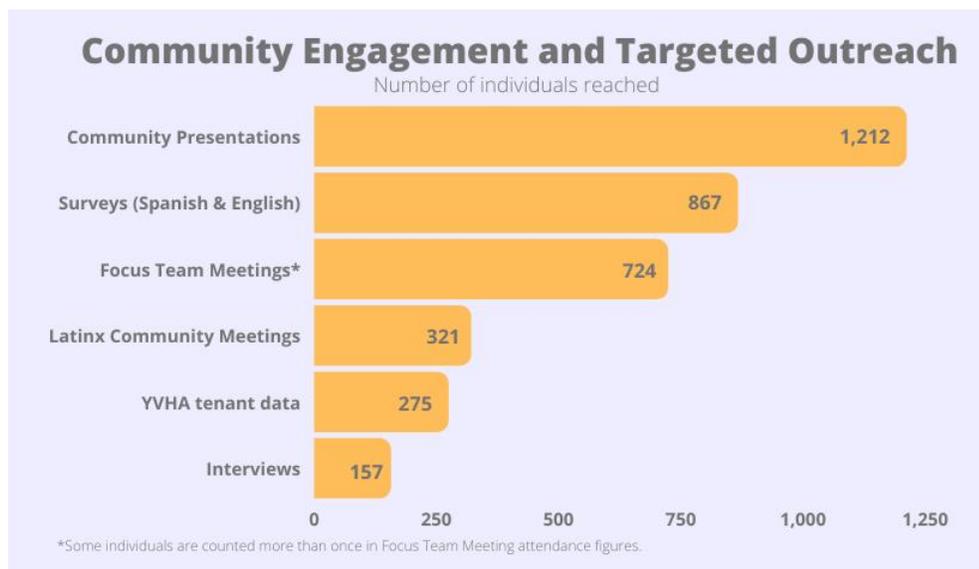
- Businesses greatest struggle is finding and retaining employees.

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 almost 3300 residents, community organizations, and businesses through more than 200 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.

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 for 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 adaptive 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

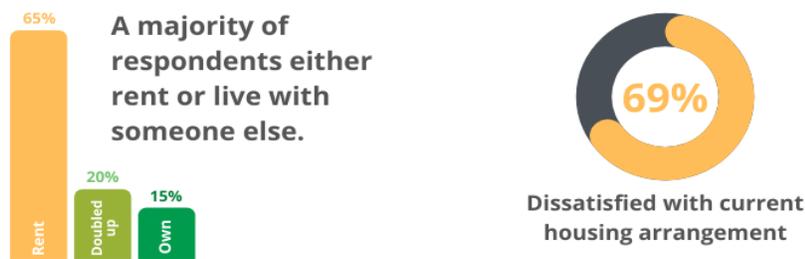
4. LatinX Outreach

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

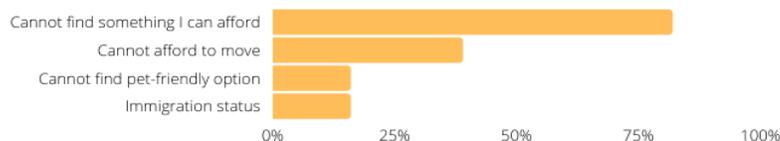
Unsurprisingly, housing affordability was the primary concern of individuals and families in the Latinx community. We learned that more than two-thirds of households were dissatisfied with their current housing arrangements, yet many are unable to move out of that arrangement due to cost. In addition,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



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
<i>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</i>	

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

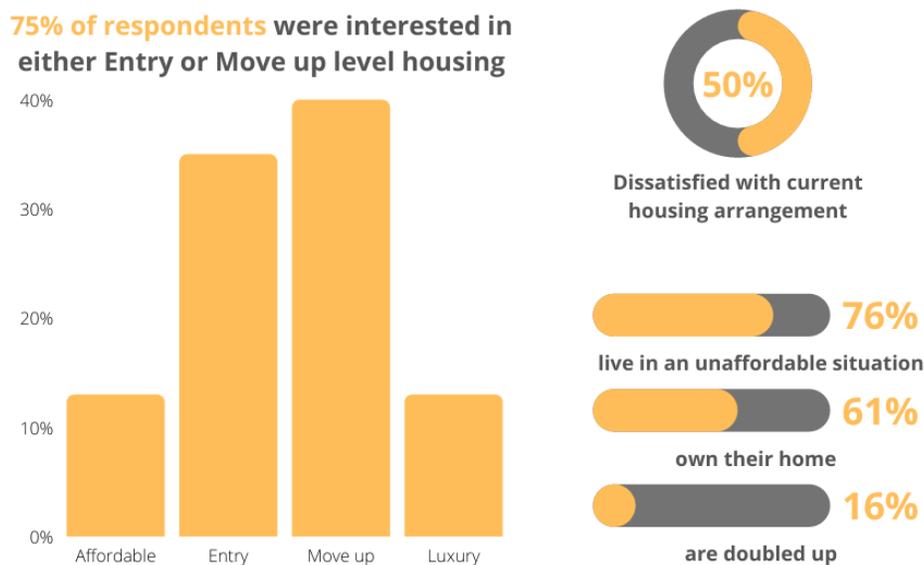
Brown Ranch team members held individual meetings with Executive Directors and staff (130 Individuals, 54 meetings)

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 was showing 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

<https://brownranchsteamboat.org>

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 that is focused on the items requested by those hoping to live there, the market will take 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 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 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 a 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 our October 6th presentation or the completion of the comprehensive development plan at the end of this year. This is a long-term community engaged planning and implementation process that will take decades to complete.

The Steering Committee doesn't end with the approval of the final plan. It may look a little different or members may shift but we know that the committee will continue to play a key role in the development and long-term stewardship of the Brown Ranch.

The Key Stakeholder team is now focusing on the city annexation process which will begin by fall and take about a year. The MOU and land transfer from the Steamboat Springs School District to YVHA is also part of their scope.

How do we fund \$400,000,000 in infrastructure? Strategies are already being discussed by a newly created funding team.

What does the food market look like? Our food access focus team began their work several months ago and is collaborating with several key community partners such as the Yampa Valley Community Foundation, the Agriculture Alliance and Lift Up.

Other important focus team collaborations that will begin soon include a medical center, daycare center and transit centers.

The Health Equity focus team is not done! In late summer they will reconvene to finalize health indicators and outcomes. We are finishing up the data that influences planning decisions and will look at ongoing indicators such as housing stability, housing prices related to earnings, labor, transportation, food access, working age populations, childcare, and mental health. The Brown Ranch provides an amazing opportunity to track isolated information as residents move in as we want to know how it changes the lives of residents and/or did we relieve county wide issues such as our declining and aging workforce. The final health equity baseline data and action plan will be presented to community leaders and nonprofits in early fall before becoming part of the comprehensive development plan. There is a strong interest to keep the team in place with quarterly meetings, community education and health equity collaboration inclusive of all social determinants of health county wide.

Latinx is partnering with the YVHA to provide ongoing communication on social media, www.ranchobrown.org, and Spanish radio so the Spanish speaking residents are well informed on

<https://brownranchsteamboat.org>

housing opportunities. The housing authority has two board member positions specifically for Latinx leaders or residents and three positions on the steering committee moving forward. 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.

The Brown Ranch team recently initiated a community partnership application process after hearing the plethora of opportunities Brown Ranch could provide. Applications will be reviewed in August and partnership teams will begin in September. Submittals we know of so far are a recreation center, temporary/transitional housing, nonprofit center, and seasonal nonprofit housing.

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.