

# Video

## Steamboat Springs, CO: An Advisory Services Panel

Date: December 09, 2022

00:00:00 --> 00:00:03: Coming today for those online.

00:00:04 --> 00:00:05: My name is Jason Beasley. I'm the.

00:00:05 --> 00:00:05: Executive.

00:00:05 --> 00:00:06: Director of the.

00:00:06 --> 00:00:06: MLA housing.

00:00:06 --> 00:00:07: Authority.

00:00:09 --> 00:00:09: I'm.

00:00:09 --> 00:00:10: Excited for all of.

00:00:10 --> 00:00:11: You here to hear what?

00:00:11 --> 00:00:12: Our panelists.

00:00:14 --> 00:00:15: Execution.

00:00:15 --> 00:00:17: Of our grandiose plans.

00:00:18 --> 00:00:21: Over the last 15 months or so, we've been in

00:00:21 --> 00:00:22: this space as a.

00:00:22 --> 00:00:23: Community of.

00:00:25 --> 00:00:29: Dreaming and thinking of what can be out of brown

00:00:29 --> 00:00:31: range. What that can.

00:00:31 --> 00:00:31: Be for our.

00:00:31 --> 00:00:32: Community.

00:00:32 --> 00:00:35: We received a ton of feedback.

00:00:36 --> 00:00:39: From every person in the community.

00:00:39 --> 00:00:41: And and.

00:00:41 --> 00:00:43: The scope of that feedback has resulted in the plan

00:00:43 --> 00:00:45: that we have. It's out on our website.

00:00:45 --> 00:00:47: Rightnow.org.

00:00:47 --> 00:00:51: And what we what we're doing today and what we

00:00:51 --> 00:00:52: cast.

00:00:52 --> 00:00:52: This.

00:00:52 --> 00:00:53: Drawing panel with.

00:00:53 --> 00:00:54: Is.  
 00:00:55 --> 00:00:57: Helping us to figure out how we take.  
 00:00:57 --> 00:00:59: That vision and. That dream and.  
 00:00:59 --> 00:01:00: Actually turn.  
 00:01:00 --> 00:01:01: It into the gallery.  
 00:01:02 --> 00:01:02: We.  
 00:01:02 --> 00:01:03: Have very lofty.  
 00:01:03 --> 00:01:04: Goals.  
 00:01:04 --> 00:01:08: As a community and very high expectations of brown range  
 00:01:08 --> 00:01:12: and what what that can do for our Community and  
 00:01:12 --> 00:01:14: so we really I think.  
 00:01:14 --> 00:01:14: Put ourselves.  
 00:01:14 --> 00:01:15: Into a vulnerable.  
 00:01:15 --> 00:01:18: Position and ask these experts to come in and say  
 00:01:18 --> 00:01:19: OK now.  
 00:01:19 --> 00:01:20: What do we do next?  
 00:01:22 --> 00:01:23: Where we where were.  
 00:01:23 --> 00:01:23: The.  
 00:01:23 --> 00:01:24: Pitfalls we where are we?  
 00:01:24 --> 00:01:26: Going to expand their capacity to.  
 00:01:26 --> 00:01:26: Grow.  
 00:01:26 --> 00:01:31: Up as a community, as organization and so I'm really  
 00:01:31 --> 00:01:33: grateful for the time.  
 00:01:33 --> 00:01:34: That we've had.  
 00:01:34 --> 00:01:35: With these folks.  
 00:01:37 --> 00:01:38: The.  
 00:01:38 --> 00:01:42: Leader of this group and his phenomenal job, as well  
 00:01:42 --> 00:01:45: as all of the staff at the Urban Land Institute.  
 00:01:45 --> 00:01:45: And the housing?  
 00:01:45 --> 00:01:46: Authority staff.  
 00:01:46 --> 00:01:47: So all of those folks.  
 00:01:47 --> 00:01:47: Have.  
 00:01:47 --> 00:01:48: Put in.  
 00:01:50 --> 00:01:50: Enormous.  
 00:01:50 --> 00:01:53: Amount of efforts to bring this all together, so I  
 00:01:53 --> 00:01:53: want.  
 00:01:53 --> 00:01:54: To just thank.  
 00:01:54 --> 00:01:54: You guys.  
 00:01:54 --> 00:01:55: For supporting.  
 00:01:55 --> 00:01:56: Myself with that.  
 00:01:57 --> 00:01:59: And then turn it over to Molly.  
 00:01:59 --> 00:02:00: To introduce the panel.

00:02:02 --> 00:02:05: Thanks so much, Jason. As Jason said, I'm actually from  
00:02:05 --> 00:02:09: another mountain community. I live up in Montana near  
Glacier  
00:02:09 --> 00:02:12: National Park, so I'm a developer and real estate investment  
00:02:12 --> 00:02:16: advisor up there. I will actually have the panelists introduce  
00:02:16 --> 00:02:19: themselves shortly. So let me give you a little bit  
00:02:19 --> 00:02:20: of an overview about USLI.  
00:02:28 --> 00:02:29: I'll just keep.  
00:02:29 --> 00:02:30: Pushing it.  
00:02:32 --> 00:02:37: You all I is a multidisciplinary membership organization with  
about  
00:02:37 --> 00:02:40: 47,000 members internationally.  
00:02:42 --> 00:02:44: What you all the focus of your life is really  
00:02:44 --> 00:02:47: to shape the future of the built environment. I think  
00:02:47 --> 00:02:49: many of you perhaps have talked to us and we  
00:02:49 --> 00:02:52: told you, you know, we're really here to help people  
00:02:52 --> 00:02:53: create thriving.  
00:02:53 --> 00:02:54: Communities.  
00:02:56 --> 00:03:00: You will like conducts research, we provide forum for sharing  
00:03:00 --> 00:03:03: best practices and one of the things that we do  
00:03:03 --> 00:03:07: regularly is we contact advisory services panels over 70.  
00:03:09 --> 00:03:12: Over 75 years of UL has been doing these advisory  
00:03:12 --> 00:03:16: services panels and at this point we've done about 700,  
00:03:16 --> 00:03:19: more than 700. So we kind of have a process  
00:03:19 --> 00:03:21: in place for how it works and that as a  
00:03:21 --> 00:03:24: panelist, what I can tell you is when you come  
00:03:24 --> 00:03:28: in, they say don't change the process, it's proven to  
00:03:28 --> 00:03:28: work.  
00:03:28 --> 00:03:29: So.  
00:03:30 --> 00:03:32: What we have done this week is we came in  
00:03:32 --> 00:03:32: on.  
00:03:32 --> 00:03:32: Sunday.  
00:03:33 --> 00:03:36: The sponsor briefed us on Monday. We did a tour  
00:03:36 --> 00:03:40: and all that snowstorm. As you might remember, our pictures  
00:03:40 --> 00:03:43: of outside are not awesome, but we've been able to  
00:03:43 --> 00:03:46: get some since then. We did stakeholder interviews and then  
00:03:46 --> 00:03:50: the panelists came back together in a conference room and  
00:03:50 --> 00:03:53: we talked about what we thought were the big opportunities,  
00:03:53 --> 00:03:56: the big challenges, and where to go from there.  
00:03:57 --> 00:04:01: This is our first deliverable, this presentation, this public  
presentation.  
00:04:01 --> 00:04:04: We will then do a final written presentation which you  
00:04:04 --> 00:04:08: will receive the the Yampa Valley Housing Authority will

00:04:08 --> 00:04:10: receive  
 00:04:10 --> 00:04:12: probably in a couple of months.  
 00:04:15 --> 00:04:16: I looked at you on live panels for sure.  
 00:04:16 --> 00:04:16: So.  
 00:04:16 --> 00:04:16: The so.  
 00:04:16 --> 00:04:17: I'm not changing this.  
 00:04:22 --> 00:04:22: Thank you.  
 00:04:23 --> 00:04:24: The scope of the panel.  
 00:04:26 --> 00:04:29: That we focused on here was on four things. First  
 00:04:29 --> 00:04:32: off, we wanted to review the development plan as shown  
 00:04:32 --> 00:04:36: on the Community development plan, as well as some  
 00:04:36 --> 00:04:39: briefing  
 00:04:39 --> 00:04:43: materials. We were also tasked with looking at the strategy  
 00:04:43 --> 00:04:45: and funding capacity. How would the young Valley Housing  
 00:04:46 --> 00:04:49: Authority  
 00:04:50 --> 00:04:51: work best with the private sector?  
 00:04:51 --> 00:04:52: And then finally, what kind of stewardship and governance?  
 00:04:52 --> 00:04:56: Practices.  
 00:04:57 --> 00:04:59: Could be put in place.  
 00:05:04 --> 00:05:07: So that the sustainability and the affordability of the project  
 00:05:07 --> 00:05:09: would maintain over its long duration.  
 00:05:10 --> 00:05:12: So First off, I want to thank the Amber Valley  
 00:05:12 --> 00:05:14: Housing Authority for inviting us in.  
 00:05:14 --> 00:05:15: It's been a great week and we're really grateful. I  
 00:05:15 --> 00:05:18: also want to make a special.  
 00:05:18 --> 00:05:22: Note to thank.  
 00:05:22 --> 00:05:26: Some of our ULI executives and and members who live  
 00:05:26 --> 00:05:27: in the community and are very supportive in the Colorado  
 00:05:33 --> 00:05:35: region. That includes Patrick Phillips, Randy Grove, Tom  
 00:05:35 --> 00:05:39: Toomey and  
 00:05:39 --> 00:05:42: Jim de Francia.  
 00:05:42 --> 00:05:45: I also want to thank all of you in the  
 00:05:50 --> 00:05:52: Community for those who came on Tuesday, on Monday,  
 00:05:52 --> 00:05:53: Tuesday  
 00:05:53 --> 00:05:56: we we met with about 120 of you. So it  
 00:05:56 --> 00:05:57: was an all day affair and we heard a lot.  
 00:06:00 --> 00:06:03: And I want to thank the Ulot panelists who are  
 00:06:03 --> 00:06:05: also here.  
 00:06:05 --> 00:06:06: We have come from all over the country, as you  
 00:06:06 --> 00:06:07: note.  
 00:06:07 --> 00:06:08: I'll let each of each one describe their jobs,  
 00:06:08 --> 00:06:09: when they get, when they present. And I also want  
 00:06:09 --> 00:06:10: to note that all of us have volunteered our time

00:06:05 --> 00:06:08: here. None of us get paid. We do it because

00:06:08 --> 00:06:10: we love this and we love community.

00:06:11 --> 00:06:13: And I will say that we might have something I've

00:06:14 --> 00:06:16: heard one of our Co chairs or other chairs, say

00:06:16 --> 00:06:19: panel brain. We have been working pretty much 12 to

00:06:19 --> 00:06:22: 16 hours every single day since we got here.

00:06:23 --> 00:06:27: Perhaps the ones that are most important in this process

00:06:27 --> 00:06:29: to make it work are the UI staff, so I

00:06:29 --> 00:06:32: really want to take a moment and just do a

00:06:32 --> 00:06:36: shout out to Rosie Heffner, David Sarah Barber fuses and

00:06:36 --> 00:06:38: Rodney Milton who is at Uri Colorado.

00:06:38 --> 00:06:39: In Denver.

00:06:48 --> 00:06:51: The panel was inspired by some of the things that

00:06:51 --> 00:06:52: you told us.

00:06:54 --> 00:06:56: This is that. We heard this over and over again.

00:06:56 --> 00:06:59: This is a town that happens to have a resort.

00:06:59 --> 00:07:00: We are not a resort town.

00:07:01 --> 00:07:02: We were inspired.

00:07:02 --> 00:07:03: By the opportunity to get to know.

00:07:03 --> 00:07:07: Steamboat Springs and experience its unique character.

00:07:08 --> 00:07:09: Time and time again, we heard.

00:07:09 --> 00:07:09: That.

00:07:10 --> 00:07:13: There's really something special here, and I know each.

00:07:13 --> 00:07:14: Of you know what that?

00:07:14 --> 00:07:16: Is, and each of the panelists have felt it.

00:07:17 --> 00:07:20: No, it's not that you have terrific team or a

00:07:20 --> 00:07:22: ski hill that was started in 1915. Although I heard

00:07:22 --> 00:07:25: the powder this week is pretty darn good. We did

00:07:25 --> 00:07:26: not experience.

00:07:26 --> 00:07:26: That.

00:07:27 --> 00:07:31: Although it was mine to say this morning, what's really

00:07:31 --> 00:07:34: true is that you are authentic. You have a sense

00:07:34 --> 00:07:37: of community, a trust of one another and a belief.

00:07:38 --> 00:07:42: In small businesses, neighbors who watch out, their

00:07:42 --> 00:07:44: neighbors, and

00:07:45 --> 00:07:48: locals who support one another.

00:07:45 --> 00:07:48: This is a life and an ethos we're fighting for.

00:07:50 --> 00:07:52: We've only been here a week, but we can feel

00:07:52 --> 00:07:55: every bit of that pride and authenticity. People have been

00:07:55 --> 00:07:58: raised here and want to stay and those who have

00:07:58 --> 00:08:01: somehow overtime found their way here to this beautiful

valley

00:08:01 --> 00:08:04: and are doing everything they can to be good community.  
00:08:04 --> 00:08:05: Citizens.  
00:08:05 --> 00:08:08: And want to build a life for themselves and their  
00:08:08 --> 00:08:12: children? Grow businesses? Support the local library? Maybe  
get elected  
00:08:12 --> 00:08:13: to City Council.  
00:08:14 --> 00:08:17: Or perhaps appointed to the Board of the Young Valley  
00:08:17 --> 00:08:17: Housing.  
00:08:17 --> 00:08:18: Board.  
00:08:19 --> 00:08:20: Which brings me to the reason.  
00:08:21 --> 00:08:21: Why?  
00:08:21 --> 00:08:21: We're.  
00:08:21 --> 00:08:22: Here.  
00:08:22 --> 00:08:26: Like many come out in communities, this is a desirable  
00:08:26 --> 00:08:29: place to live, and the pandemic only brought more people  
00:08:29 --> 00:08:33: here to live permanently. Housing supply simply has not kept  
00:08:33 --> 00:08:37: pace, particularly at levels that are attainable to local  
workers.  
00:08:38 --> 00:08:42: And as a consequence, it is very real. Town is  
00:08:42 --> 00:08:45: struggling to maintain its unique character.  
00:08:47 --> 00:08:49: So when we spoke to all of you over the  
00:08:49 --> 00:08:52: course of the week and on Tuesday in particular, here  
00:08:52 --> 00:08:54: are a few things that you told us.  
00:08:55 --> 00:08:55: The need is.  
00:08:55 --> 00:08:56: Acute.  
00:08:56 --> 00:08:59: And it's impacting each one of you. Some interviewees did  
00:09:00 --> 00:09:04: express concern that additional housing proposed at Brown  
Ranch, you  
00:09:04 --> 00:09:08: know, might only increase the local population and further  
stressing  
00:09:08 --> 00:09:10: community services and negatively.  
00:09:10 --> 00:09:11: Impacting the culture.  
00:09:11 --> 00:09:12: Of the town more.  
00:09:12 --> 00:09:12: Of you.  
00:09:12 --> 00:09:16: However, noted how lucky they are to be here many  
00:09:16 --> 00:09:17: of you.  
00:09:17 --> 00:09:18: Noted how lucky you are.  
00:09:18 --> 00:09:20: To have housing in particular.  
00:09:23 --> 00:09:27: Many businesses are struggling to find workers because the  
because  
00:09:27 --> 00:09:28: of the cost of housing.  
00:09:28 --> 00:09:31: And even if you can't find it, the cost is  
00:09:31 --> 00:09:33: so high. One of the quotes that is not up

00:09:33 --> 00:09:36: there that I really like that someone said was what

00:09:36 --> 00:09:40: the Yampa Valley Housing Authority is doing through its efforts

00:09:40 --> 00:09:43: is maintaining housing for the people who are the pillars

00:09:44 --> 00:09:47: of our community. Without them, the community has no soul.

00:09:49 --> 00:09:49: So here's.

00:09:49 --> 00:09:52: What we heard the reality is the need is already

00:09:53 --> 00:09:56: here. By building housing you will not be bringing in

00:09:56 --> 00:09:57: more people.

00:09:57 --> 00:10:01: These are your neighbors who need housing. A full range

00:10:01 --> 00:10:04: of essential workers must live in a community to make

00:10:04 --> 00:10:06: it economically resilient.

00:10:07 --> 00:10:10: As well as retain the diversity that continue to make

00:10:10 --> 00:10:10: it a town.

00:10:12 --> 00:10:15: The combined cost of housing and transportation have swelled in

00:10:15 --> 00:10:18: the last five years, and incomes just haven't kept pace.

00:10:20 --> 00:10:23: Those housing burden in your community are people you know.

00:10:23 --> 00:10:27: They may even be yourselves. They are your critical first

00:10:27 --> 00:10:33: responders, firefighters, law enforcement, utility workers, nurses and paramedics, teachers,

00:10:33 --> 00:10:37: library workers, mental health workers, artisans, and musicians.

00:10:38 --> 00:10:42: They include service workers who are essential to your local

00:10:42 --> 00:10:45: economy, such as, as we all know, Rd maintenance, snow

00:10:45 --> 00:10:50: plowing, housekeeping staff, waitstaff, grocery, colors and childcare providers. And

00:10:50 --> 00:10:54: what we heard was the families are doubling and tripling

00:10:54 --> 00:10:56: up again. These are not things that are new.

00:10:56 --> 00:10:57: To you.

00:10:59 --> 00:11:03: When communities can't find workers, there's an extensive risk to

00:11:03 --> 00:11:06: its economic viability and its social and communal fabric.

00:11:09 --> 00:11:12: And in addition to the labor force issues, high housing

00:11:12 --> 00:11:16: prices are an indicator of economic inequality and that as

00:11:16 --> 00:11:19: the first as the path, the first time home ownership

00:11:19 --> 00:11:22: these younger generations with fewer opportunities.

00:11:23 --> 00:11:25: You risk losing.

00:11:25 --> 00:11:25: The heart of your.

00:11:25 --> 00:11:26: Community.

00:11:29 --> 00:11:32: To the Apple Valley Housing Authority and the city vote

00:11:32 --> 00:11:36: community, we're impressed with your vision and focus and really

00:11:36 --> 00:11:39: look forward in the future to point to this community

00:11:39 --> 00:11:42: as the poster child of the model of what can

00:11:42 --> 00:11:45: be done in other communities around the country and in

00:11:45 --> 00:11:47: particular mountain communities.

00:11:48 --> 00:11:48: The brown.

00:11:48 --> 00:11:51: Ranch will provide his housing for people who are currently

00:11:51 --> 00:11:51: housing.

00:11:51 --> 00:11:52: And secure.

00:11:53 --> 00:11:56: To those who hear the numbers that the Community

00:11:56 --> 00:11:59: development

00:11:59 --> 00:12:02: plan put forth and some of the things that have

00:12:02 --> 00:12:02: been bandied about in the newspaper and so elsewhere,

00:12:03 --> 00:12:05: about

00:12:03 --> 00:12:05: cost.

00:12:07 --> 00:12:09: It does sound big daunting.

00:12:11 --> 00:12:14: But the reality is, is that.

00:12:14 --> 00:12:15: This is only one solution to a bigger problem and

00:12:16 --> 00:12:19: this particular.

00:12:19 --> 00:12:22: Program at Brown Ranch is going to roll out over

00:12:22 --> 00:12:27: many, many years. So you will not feel that significant

00:12:27 --> 00:12:30: impact on your community. The infrastructure will be

00:12:30 --> 00:12:33: developed over

00:12:33 --> 00:12:36: you know 17 years. That is a longer period of

00:12:36 --> 00:12:37: time. People will be moving in over that time period.

00:12:38 --> 00:12:40: So it is an ambitious multi year project. It won't

00:12:40 --> 00:12:40: happen overnight.

00:12:41 --> 00:12:44: So we don't want you to get hung up on

00:12:44 --> 00:12:47: the numbers.

00:12:47 --> 00:12:49: It will happen, and there are ways to make it

00:12:50 --> 00:12:52: happen. You're doing an exceptional job here. You've

00:12:52 --> 00:12:55: identified the

00:12:55 --> 00:12:56: questions you need to ask.

00:12:57 --> 00:13:01: You're doing the heavy lifting now to make sure it's

00:13:01 --> 00:13:05: done right and putting in place a structure to execute

00:13:07 --> 00:13:10: on that affordability plan.

00:13:10 --> 00:13:11: Development is an iterative process. Rarely does the initial

00:13:14 --> 00:13:16: vision

00:13:17 --> 00:13:19: ultimately reflect what happens when you're all done.

00:13:19 --> 00:13:20: The next phase you're entering into will entail a lot

00:13:20 --> 00:13:20: of study.

00:13:21 --> 00:13:24: We've got a long road ahead, but I'm going to

00:13:24 --> 00:13:27: hand it over to Mike to talk about the next

00:13:27 --> 00:13:30: steps as you move forward.



00:13:22 --> 00:13:22: Thank you.

00:13:23 --> 00:13:25: And I'm going to stand up, if you all don't

00:13:25 --> 00:13:26: mind. Of course it's going to take me a little

00:13:26 --> 00:13:28: while to get out from this court.

00:13:32 --> 00:13:32: OK.

00:13:32 --> 00:13:36: My name is Mike Pitchford's. I am a recovering banker.

00:13:36 --> 00:13:39: I spent 25 years at Bank of America doing the

00:13:39 --> 00:13:43: last half of that career doing community development work

00:13:43 --> 00:13:46: where

00:13:43 --> 00:13:46: the two developed businesses for Bank of America.

00:13:48 --> 00:13:51: And I had the pleasure during that to do 1

00:13:51 --> 00:13:55: redevelopment of a quadrant of downtown Charlotte, NC,

00:13:51 --> 00:13:55: where the

00:13:55 --> 00:13:57: bank was headquartered.

00:13:58 --> 00:14:02: And there were, you know, probably today that started in

00:14:02 --> 00:14:03: 1996. It's my.

00:14:04 --> 00:14:05: Sort of vision of what you've got.

00:14:05 --> 00:14:08: Going here, we finished up about 2500 units. It's a

00:14:08 --> 00:14:12: good mixed income community. It included a lot of

00:14:08 --> 00:14:12: neighborhood

00:14:12 --> 00:14:16: serving retail. It also happened to include a NBA basketball

00:14:16 --> 00:14:20: arena, which you probably won't get. But beyond that it

00:14:20 --> 00:14:23: was a it was a tremendous experience. I early retired

00:14:23 --> 00:14:26: from banking. I went into to run an offer profit

00:14:26 --> 00:14:28: affordable housing.

00:14:28 --> 00:14:31: Developer there were we have about 6000 units. So I

00:14:31 --> 00:14:34: cannot develop our owner operator understand some of the

00:14:31 --> 00:14:34: roles

00:14:34 --> 00:14:38: that you're playing now Jason and are retired from that

00:14:38 --> 00:14:38: fairly recently.

00:14:40 --> 00:14:44: So let's talk about the challenges that we're just really

00:14:44 --> 00:14:46: outlined by Molly, you've.

00:14:46 --> 00:14:46: Got.

00:14:46 --> 00:14:48: You you know them. You see them. We talked about

00:14:48 --> 00:14:50: all of them. How are you going to meet?

00:14:50 --> 00:14:50: Them.

00:14:51 --> 00:14:54: Let me just say, the plan is a great start,

00:14:54 --> 00:14:58: very impressive plan, very impressive research that went into

00:14:54 --> 00:14:58: it

00:14:58 --> 00:14:59: we really liked.

00:14:59 --> 00:14:59: Them.

00:15:01 --> 00:15:07: The the key is that you're well begun here, right?

00:15:07 --> 00:15:14: And this work, this next 20 years doesn't happen without

00:15:14 --> 00:15:14: YHA.

00:15:15 --> 00:15:18: There is just no other way around that between the

00:15:18 --> 00:15:21: plan, you got the right start between the plan and

00:15:21 --> 00:15:21: YHA, but.

00:15:22 --> 00:15:23: You need.

00:15:25 --> 00:15:26: Friends.

00:15:28 --> 00:15:28: Need.

00:15:28 --> 00:15:29: To build capacity.

00:15:30 --> 00:15:31: You've.

00:15:31 --> 00:15:31: Got.

00:15:31 --> 00:15:33: A long road to go. There a number of things

00:15:33 --> 00:15:36: that could be pitfalls to get thrown in your way.

00:15:36 --> 00:15:39: Somewhere about 20 years the economy is going to take

00:15:39 --> 00:15:42: a dive. They're going to be all kinds of things,

00:15:42 --> 00:15:45: trends and building capacity, certainly the next steps.

00:15:48 --> 00:15:51: So let's talk about those friends.

00:15:53 --> 00:15:56: How many of you might have had a grandma I.

00:15:56 --> 00:15:56: Do my.

00:15:56 --> 00:16:00: Paternal grandmother who had all those little phrases in her

00:16:00 --> 00:16:03: case, and you probably heard this before many hands.

00:16:03 --> 00:16:04: Make light work.

00:16:06 --> 00:16:10: Like little audience vistration here. OK. Thank you. So you've

00:16:10 --> 00:16:14: heard it, you know it. You had somebody say that

00:16:14 --> 00:16:17: to you. You need a lot of hands to get

00:16:17 --> 00:16:19: this work done. The we this.

00:16:19 --> 00:16:20: Panel.

00:16:21 --> 00:16:25: Knows of no successful experience where you didn't have a

00:16:25 --> 00:16:29: lot of friends and public private partnerships. Steven and.

00:16:29 --> 00:16:30: I I don't.

00:16:30 --> 00:16:33: Really want to date us, but we might represent 100

00:16:33 --> 00:16:36: years of experience just, you know, close by ourselves.

00:16:36 --> 00:16:37: And.

00:16:37 --> 00:16:38: Add the rest of the panel.

00:16:38 --> 00:16:38: In.

00:16:39 --> 00:16:42: Have no experience with that. You've got to have friends.

00:16:42 --> 00:16:45: So public private partnerships are the way to go in

00:16:45 --> 00:16:49: doing this. And the very best public private partnerships have

00:16:49 --> 00:16:52: clearly defined roles up front going in along the way.

00:16:55 --> 00:16:56: The premier.

00:16:56 --> 00:16:56: Role.

00:16:57 --> 00:16:59: We think is the vision keeper.

00:17:01 --> 00:17:04: And we think that is the role that YHA needs

00:17:04 --> 00:17:05: to undertake.

00:17:05 --> 00:17:08: As much as the YHA and the staff may want

00:17:08 --> 00:17:10: to meet the bulldozer, do the.

00:17:10 --> 00:17:10: Work.

00:17:11 --> 00:17:14: Be out there. The vision keeper is the critical role

00:17:15 --> 00:17:15: here.

00:17:16 --> 00:17:17: The.

00:17:18 --> 00:17:19: Next.

00:17:19 --> 00:17:20: Step.

00:17:20 --> 00:17:22: And there really are are two. I mean, I want

00:17:22 --> 00:17:25: to echo the friends. The first friend is a feed

00:17:25 --> 00:17:28: developer and let me just take a second to talk

00:17:28 --> 00:17:31: about that. I just want to hit it directly. I'm

00:17:31 --> 00:17:35: a developer. There are no seats in the development business.

00:17:36 --> 00:17:38: I'm a not-for-profit developer. There are no things.

00:17:38 --> 00:17:39: To develop.

00:17:39 --> 00:17:39: Business.

00:17:39 --> 00:17:42: The key here is not a fee developer, and the

00:17:42 --> 00:17:45: fee is the important word there. The key here is

00:17:45 --> 00:17:48: the vision Keeper who manages the process overseas. It makes

00:17:48 --> 00:17:52: sure that the vision gets maintained and that the delivery

00:17:52 --> 00:17:54: for the Community is really there.

00:17:55 --> 00:17:56: Actually, Jason, I think you should probably get some T.

00:17:56 --> 00:17:58: Shirts, pretty soon to say.

00:17:58 --> 00:17:58: Fishkeepers.

00:17:58 --> 00:17:59: Rule.

00:18:02 --> 00:18:07: The other, besides picking some development partners, is the champion

00:18:07 --> 00:18:12: of capacity building some capacity, getting that work done, and

00:18:12 --> 00:18:14: let's just go into that for just a.

00:18:14 --> 00:18:15: 2nd to make.

00:18:15 --> 00:18:17: Sure. You you sort of have a sense of what

00:18:17 --> 00:18:19: we were thinking about with this. Whoops.

00:18:20 --> 00:18:21: No screen.

00:18:23 --> 00:18:25: OK, so.

00:18:27 --> 00:18:30: The the the fact is that that this is a

00:18:30 --> 00:18:31: big challenge.

00:18:32 --> 00:18:34: A big opportunity. You've got to build some capacity.

00:18:34 --> 00:18:35: Locally.

00:18:35 --> 00:18:38: You've got local businesses that are going to need to

00:18:38 --> 00:18:41: be beefed up to meet the demand. You've got social  
00:18:41 --> 00:18:44: services are going to be need to be beefed up  
00:18:44 --> 00:18:46: to meet the demand that are going to be presented  
00:18:47 --> 00:18:49: to you as you execute this plan and the city.  
00:18:49 --> 00:18:50: In particular.  
00:18:50 --> 00:18:52: The city operations we.  
00:18:52 --> 00:18:53: Talked a lot about that about.  
00:18:53 --> 00:18:58: The things that the city functions, whether it's permit officers.  
00:18:58 --> 00:19:01: Inspection people, whatever else need to be built.  
00:19:01 --> 00:19:02: Up to meet this demand.  
00:19:03 --> 00:19:04: You're dancing for me.  
00:19:06 --> 00:19:06: Good.  
00:19:07 --> 00:19:08: Life skill.  
00:19:08 --> 00:19:10: Skill, so.  
00:19:11 --> 00:19:13: And the other reason that I want to, I just  
00:19:13 --> 00:19:16: want to make this connection, Jason. I want to make  
00:19:16 --> 00:19:18: it with you and the and the Housing Authority down  
00:19:18 --> 00:19:18: in particular.  
00:19:20 --> 00:19:20: You.  
00:19:20 --> 00:19:23: Have more to do than.  
00:19:23 --> 00:19:23: Brown.  
00:19:23 --> 00:19:24: Ranch.  
00:19:25 --> 00:19:28: Right, you have it could easily consume.  
00:19:28 --> 00:19:28: You.  
00:19:30 --> 00:19:31: Easily consumed you.  
00:19:31 --> 00:19:31: But you've.  
00:19:31 --> 00:19:34: Got we've seen them. I've got you know, this is  
00:19:34 --> 00:19:34: a picture.  
00:19:34 --> 00:19:35: Of this one is this.  
00:19:37 --> 00:19:37: OK.  
00:19:37 --> 00:19:41: You've got existing communities, you've got existing  
mandate, other kinds  
00:19:41 --> 00:19:41: of things to.  
00:19:42 --> 00:19:42: Do.  
00:19:43 --> 00:19:48: In terms of maintaining your responsibilities to the.  
00:19:48 --> 00:19:49: Community.  
00:19:49 --> 00:19:50: And.  
00:19:50 --> 00:19:52: This is not going to happen.  
00:19:52 --> 00:19:52: Quickly.  
00:19:52 --> 00:19:55: If you get consumed with, what's going to happen?  
00:19:55 --> 00:19:56: In this what's?  
00:19:56 --> 00:19:57: Needed to be done.

00:19:57 --> 00:20:00: Today. So you got to stay in that vision keeper  
00:20:00 --> 00:20:01: roll and.  
00:20:01 --> 00:20:01: And.  
00:20:01 --> 00:20:05: Get the right talent, the right build, the right capacity  
00:20:05 --> 00:20:07: and let's talk a little bit.  
00:20:07 --> 00:20:09: Now Jay is going to talk a little bit about  
00:20:09 --> 00:20:10: some of that capacity.  
00:20:13 --> 00:20:15: Thanks, Mike. Morning.  
00:20:15 --> 00:20:19: Everybody, I'm Jay Bullock. I'm Vice president of planning  
and  
00:20:19 --> 00:20:24: entitlement for Rancho Mission Viejo in Orange County,  
California. And  
00:20:24 --> 00:20:27: so, have you all heard the definition of an expert?  
00:20:28 --> 00:20:30: It's somebody from out of town.  
00:20:33 --> 00:20:34: I don't. I don't know if we qualify as.  
00:20:34 --> 00:20:35: Experts but?  
00:20:39 --> 00:20:42: We we do have some experience and and so for  
00:20:42 --> 00:20:44: 25 years that's one way of describing.  
00:20:44 --> 00:20:45: That I'm.  
00:20:45 --> 00:20:49: Old I have some experience for for 25 years I've  
00:20:49 --> 00:20:53: worked for a ranching family that since the 1960s has  
00:20:53 --> 00:20:58: been crafting planned communities out of ranch land that's  
now  
00:20:58 --> 00:21:03: the home to 200,000 residents. And it's still a working  
00:21:03 --> 00:21:04: ranch and.  
00:21:04 --> 00:21:08: But you all have important local experience and so we  
00:21:08 --> 00:21:11: don't, we don't have all the expertise.  
00:21:11 --> 00:21:12: Here but what we do?  
00:21:12 --> 00:21:15: Have is is insights and harder and lessons that we  
00:21:15 --> 00:21:18: want to share with you. And I want to first  
00:21:18 --> 00:21:22: start by echoing and expanding on what Molly and Mike  
00:21:22 --> 00:21:26: have both raised that the Yampa Valley Housing Authority  
strengths  
00:21:26 --> 00:21:28: and capacity, they're impressive.  
00:21:30 --> 00:21:33: They're even inspirational, but they're not inexhaustible.  
00:21:35 --> 00:21:39: Impressive. It's how we describe what you've accomplished  
so far.  
00:21:39 --> 00:21:42: We we toured projects, we heard about. We've seen the  
00:21:42 --> 00:21:43: results of projects.  
00:21:45 --> 00:21:46: The inspiration is that.  
00:21:46 --> 00:21:47: We. We.  
00:21:48 --> 00:21:50: We that's how we would describe how you've reached out  
00:21:50 --> 00:21:50: to so.

00:21:50 --> 00:21:52: Many people in the community and you.

00:21:52 --> 00:21:52: Pray.

00:22:20 --> 00:22:23: You engage with a developer partner in a with community

00:22:23 --> 00:22:25: wide land development experience.

00:22:26 --> 00:22:30: Expertise and financial resources. So our objective is to ensure

00:22:30 --> 00:22:34: that the the best scope of this project doesn't stretch

00:22:34 --> 00:22:37: your team beyond your capability or your capacity, which is

00:22:37 --> 00:22:39: not inexhaustible.

00:22:44 --> 00:22:47: So the YHA role is simple. You're the leader, the

00:22:47 --> 00:22:50: project leader, the group that, the donor.

00:22:51 --> 00:22:53: And trusted this land with the Brown Ranch.

00:22:54 --> 00:22:56: You're the keeper of the vision, the mission and the

00:22:56 --> 00:22:59: guiding principles and the public face of the project based

00:22:59 --> 00:23:03: on your local influence that's been hard earned through listening

00:23:03 --> 00:23:05: and following through on your promises.

00:23:05 --> 00:23:08: In short, we would recommend that YHA continue to serve

00:23:08 --> 00:23:11: as the project faced with the city, the residents and

00:23:12 --> 00:23:12: the community.

00:23:13 --> 00:23:15: But seek.

00:23:16 --> 00:23:17: A development partner.

00:23:19 --> 00:23:23: With community skill, development experience and financial strength to help

00:23:23 --> 00:23:28: you manage the potentially overwhelming technical development steps vital for

00:23:28 --> 00:23:31: the short and long term success of the project.

00:23:32 --> 00:23:35: So I'm. I'm part of a community development team myself

00:23:35 --> 00:23:36: and.

00:23:37 --> 00:23:41: We've been carving and crafting multiple phases of homes, parks,

00:23:42 --> 00:23:45: shops, schools, fire stations, just like the plan you've got

00:23:45 --> 00:23:46: in front of.

00:23:46 --> 00:23:47: You.

00:23:47 --> 00:23:50: And I I just want to share with you all

00:23:50 --> 00:23:52: how overwhelming it can be and it's.

00:23:54 --> 00:23:58: It's an endeavor that that would be helpful to tap

00:23:58 --> 00:24:03: into the experience of of a developer who's organized and

00:24:03 --> 00:24:08: implemented a multi phase community of this scale. This photo

00:24:08 --> 00:24:11: is depicts just one corner of one phase.

00:24:11 --> 00:24:12: Of 1 village.

00:24:12 --> 00:24:15: Of a community that we're currently building.

00:24:16 --> 00:24:19: And we'd suggest that by engaging a partner it can  
00:24:19 --> 00:24:23: lead on each step of of this slide and there's  
00:24:23 --> 00:24:26: a lot of bullets on this slide that I won't  
00:24:26 --> 00:24:29: read all of them but the ability to you need  
00:24:30 --> 00:24:33: to we would recommend that you look for a development  
00:24:34 --> 00:24:38: partner that has the ability to implement the vertical  
construction  
00:24:39 --> 00:24:39: but.  
00:24:39 --> 00:24:42: But mostly the most daunting part of of the community  
00:24:43 --> 00:24:46: is the foundation of the community, which is the horizontal  
00:24:46 --> 00:24:47: infrastructure.  
00:24:47 --> 00:24:48: Which?  
00:24:48 --> 00:24:52: Lorenzo will will touch on in just a moment and  
00:24:52 --> 00:24:53: finally.  
00:24:54 --> 00:24:58: The ability perhaps the partner should have the ability to  
00:24:58 --> 00:25:02: also build some of the vertical construction, the non  
residential  
00:25:02 --> 00:25:05: certainly, but maybe even some of the residential.  
00:25:06 --> 00:25:10: Component of the community, but would also be able to  
00:25:10 --> 00:25:13: coordinate with potential future merchant builder partners.  
00:25:16 --> 00:25:18: So did the two sides that I just shared were  
00:25:19 --> 00:25:22: focusing on what might be the unique focus, the sole  
00:25:22 --> 00:25:25: focus of YHA and and the development partner?  
00:25:26 --> 00:25:30: This slide accentuates the vast majority of your Community  
development.  
00:25:30 --> 00:25:31: Efforts which will require a.  
00:25:31 --> 00:25:37: Collaboration, coordination, and constant communication  
between you and the development  
00:25:37 --> 00:25:37: team.  
00:25:40 --> 00:25:44: We, for instance, we would suggest that YHA not make  
00:25:44 --> 00:25:47: too many decisions regarding the landform.  
00:25:48 --> 00:25:52: And phasing until you tap into the expertise of perhaps  
00:25:52 --> 00:25:57: the development partner, but certainly with geotechnical and.  
00:25:58 --> 00:26:01: Engineering focus so that.  
00:26:04 --> 00:26:07: You avoid the pitfalls and opportunities that are pitfalls and  
00:26:08 --> 00:26:12: and accentuate the opportunities of the Community scale  
project. And  
00:26:12 --> 00:26:14: by the way I I was going to say don't  
00:26:14 --> 00:26:17: get too far over your skis before you make those  
00:26:17 --> 00:26:20: plans, but I that would have been you know perceived.  
00:26:21 --> 00:26:21: Pandering.  
00:26:21 --> 00:26:22: To the local audience.  
00:26:23 --> 00:26:24: I didn't do that.

00:26:26 --> 00:26:29: So I was encouraged to share this slide to help  
00:26:29 --> 00:26:32: you visualize just how complex and multilayered the scope of  
00:26:33 --> 00:26:36: the of the the Brown Ranch Community Development project  
is  
00:26:36 --> 00:26:37: likely to be.  
00:26:39 --> 00:26:41: And this is a. This is a.  
00:26:42 --> 00:26:46: A unique version that I created that's tailored from a  
00:26:46 --> 00:26:49: graphic that our team uses to help get our minds  
00:26:49 --> 00:26:55: around the overlapping roles and responsibilities, and this  
diagram summarizes  
00:26:55 --> 00:26:58: the flow of tasks for just one phase of of  
00:26:58 --> 00:26:59: development.  
00:27:00 --> 00:27:03: Each Red Square points to when, in a project phase,  
00:27:03 --> 00:27:07: a particular team is the primary focus of everyone else's  
00:27:07 --> 00:27:11: efforts, the primary activities, and the lower part of the  
00:27:11 --> 00:27:11: screen.  
00:27:13 --> 00:27:16: Come down on a column from when that primary focus,  
00:27:16 --> 00:27:19: that's what that team is, is taking care of and  
00:27:19 --> 00:27:22: all the other teams. Then you can see how the  
00:27:22 --> 00:27:26: other teams in each row are contributing their expertise to  
00:27:26 --> 00:27:29: the task at hand, but also gearing up for when  
00:27:29 --> 00:27:33: they're going to be the primary focus. All the tasks  
00:27:33 --> 00:27:37: in this diagram that have been summarized in the previous  
00:27:37 --> 00:27:40: slides are just to help you. I hope, glean from  
00:27:40 --> 00:27:42: this diagram that all this.  
00:27:42 --> 00:27:44: Gets increasingly complicated.  
00:27:45 --> 00:27:48: And then another phase ramps up while you're in the  
00:27:48 --> 00:27:52: middle of the phase that you're you're constructing. So  
building  
00:27:52 --> 00:27:54: an entire community from scratch is hard.  
00:27:55 --> 00:27:58: But with live BHA's vision and passion, we know you  
00:27:58 --> 00:28:02: can do this, particularly if you engage a development partner  
00:28:02 --> 00:28:04: to help you organize and stay on top of the  
00:28:04 --> 00:28:07: vast scope of the of this project. And with that,  
00:28:07 --> 00:28:09: I'm going to turn it over to Lawrence.  
00:28:12 --> 00:28:16: Hello everyone. Thank you. My name is Lorenzo Perez, I'm  
00:28:16 --> 00:28:20: from Phoenix, AZ. I'm a small scale entrepreneurial  
developer, owner,  
00:28:20 --> 00:28:25: builder and operator of both residential and commercial  
projects. My  
00:28:25 --> 00:28:29: background is an architecture by spent many years working  
for  
00:28:29 --> 00:28:33: a large western regional builder in Arizona, California and



some

00:28:33 --> 00:28:36: Mexico projects. OK, so I guess when you.

00:28:37 --> 00:28:38: Turn this over.

00:28:39 --> 00:28:43: Talk about executing on the project and I think Jay

00:28:43 --> 00:28:47: and Mike have outlined how complicated and and multi layered

00:28:47 --> 00:28:51: this process can be. And one of the initial thoughts

00:28:51 --> 00:28:55: and recommendations you'd like to make is that we get

00:28:55 --> 00:28:59: positioned to tackle this as an organization, YHA, to tackle

00:28:59 --> 00:29:02: this organization. And so one of the big ways to

00:29:02 --> 00:29:06: do this is to set yourself up for good advisory

00:29:06 --> 00:29:09: both on the board level and at the staff level.

00:29:09 --> 00:29:13: So we recommend bringing in Members strategically that have relevant

00:29:14 --> 00:29:18: development experience in all aspects. I've outlined a few bullet

00:29:18 --> 00:29:20: areas to help guide that for you. And I think

00:29:21 --> 00:29:24: building upon that is also building a board that has

00:29:24 --> 00:29:28: the ability to help the organization, you know, secure capital

00:29:28 --> 00:29:31: and resources to keep it going and sustained and keep

00:29:31 --> 00:29:35: it on focus. But also these projects, it's inevitable you're

00:29:35 --> 00:29:39: going to have problems and unforeseen situations pop up and

00:29:39 --> 00:29:40: that knowledge base.

00:29:40 --> 00:29:44: Will be pivotal in problem solving and reconciling those challenges.

00:29:46 --> 00:29:48: So as Jay mentioned.

00:29:52 --> 00:29:52: We're here.

00:29:52 --> 00:29:57: OK. As Jay mentioned, the horizontal construction, everything starts there

00:29:57 --> 00:30:00: and it's definitely the the foundation of a successful project.

00:30:00 --> 00:30:04: It's also like any foundation of a structure, it's also

00:30:04 --> 00:30:08: the most complicated and important. There's so many things that

00:30:08 --> 00:30:11: can go wrong. You're dealing with natural land and there's

00:30:11 --> 00:30:13: a lot of unforeseen situations.

00:30:13 --> 00:30:15: And a lot of people are impacted.

00:30:15 --> 00:30:15: By it.

00:30:15 --> 00:30:19: So I think the take away here that we're hearing,

00:30:19 --> 00:30:21: keep hearing is capacity and expertise.

00:30:22 --> 00:30:25: Investing in the capacity with a good development partner that

00:30:25 --> 00:30:29: has the experience and the knowledge and the network, but

00:30:29 --> 00:30:33: also having highly competent in technical engineering

resources, you're going to be dealing with factors like you mentioned, some of them civil storm and drainage. How do you manage to know how are you going to manage your water geotechnical from some of the stuff we heard from some of the individuals interviewed. So conditions are pretty varied here and even though you do a ton of boring.

I see Ed back there in the excavation, you can see that you're going to discover stuff that you didn't anticipate. So you need a team, all levels board. Developer.

Leader under the vision to be able to tackle those challenges as they present themselves and make you know, informed and educated decision so that you can keep things like cost and schedule and safety. You know and and also managing your risk right. So everything supports on the foundation of the dirt.

So in our experience, you know by putting that work in up front, you really position yourself to manage through those potential challenges and complex decisions that need to be made in an effective way and hopefully you can avoid things like increased cost and delays and.

And for, you know, God forbid, litigation, which can often happen. So the foundation, the paths, those all support the housing, which is what we're here ultimately.

For.

This.

Sorry.

So now let's talk vertical. I've worked in the remote mountain regions, Truckee, CA, Flagstaff, AZ and I know the challenges of attracting labor force and resources in those locations, especially the added difficulty of just scale and weather and managing through that. So one of the recommendations that we're making is.

To really explore.

Reasonable options to implement off-site construction wherever you can.

To complement the on site construction and this is really

00:32:38 --> 00:32:41: driven by a few reasons that you have the available  
 00:32:41 --> 00:32:44: resources in the region. It's being practiced in the state  
 00:32:44 --> 00:32:46: of Colorado which is which is nice. I wish it  
 00:32:46 --> 00:32:48: was done more in Arizona but it also some of  
 00:32:48 --> 00:32:50: the concerns we heard was you know we got to  
 00:32:50 --> 00:32:53: build this is going to take a lot of people.  
 00:32:53 --> 00:32:56: We already have housing challenges where we going, where  
 we  
 00:32:56 --> 00:32:58: going to shelter and how does that workforce. So I  
 00:32:58 --> 00:33:01: think this is an opportunity to you know mitigate that  
 00:33:01 --> 00:33:04: as pressures and leverage remote labor resources to help  
 that  
 00:33:04 --> 00:33:04: go.  
 00:33:05 --> 00:33:08: More efficiently. The other thing is to just manage the  
 00:33:09 --> 00:33:12: impacts of weather exposure and bring more. I think you  
 00:33:12 --> 00:33:17: know developers and builders want more certainty and  
 predictability because  
 00:33:17 --> 00:33:20: that affects schedule and cost. So being able to put  
 00:33:20 --> 00:33:24: some of this project construction or delivery in a controlled  
 00:33:24 --> 00:33:27: environment has a lot of benefits. It brings that certainty  
 00:33:27 --> 00:33:31: or more predictability at least. And I think the other  
 00:33:31 --> 00:33:33: thing is that I'd love to about the plan is  
 00:33:34 --> 00:33:35: this attention to be more.  
 00:33:36 --> 00:33:39: You know, sustainable and resource efficient and building  
 and control  
 00:33:39 --> 00:33:42: environments allows that as part of the narrative to the  
 00:33:42 --> 00:33:46: project where I think that should be celebrated. One  
 important  
 00:33:46 --> 00:33:48: point I would make is, you know, we got to  
 00:33:48 --> 00:33:52: really be thinking constantly in these projects begin with the  
 00:33:52 --> 00:33:54: end in mind, right. So if modular is going to  
 00:33:54 --> 00:33:56: be in a key strategy, we need to have them  
 00:33:56 --> 00:33:59: involved early in the planning to make sure that we're  
 00:33:59 --> 00:34:02: how we're sizing the lot. So we're, you know, we've  
 00:34:02 --> 00:34:06: got to be thinking about logistics, staging, transportation.  
 00:34:06 --> 00:34:08: I'm going to, you know, stage the modules, all that  
 00:34:08 --> 00:34:11: stuff, those conversations have to happen early in the.  
 00:34:11 --> 00:34:11: Process.  
 00:34:16 --> 00:34:20: Think of the vision was this attention to product diversity  
 00:34:20 --> 00:34:23: to meet the needs of, you know, your varying residents.  
 00:34:23 --> 00:34:26: And I think that's a strength. I think that also  
 00:34:26 --> 00:34:27: helps you in the sense because.  
 00:34:47 --> 00:34:49: Alright, so I think that is is actually.

00:35:00 --> 00:35:04: The ecosystem, the design build ecosystem, just looking at the

00:35:04 --> 00:35:07: beautiful architecture in this town, you have the bench to

00:35:07 --> 00:35:09: to do that. And I think it's a we also

00:35:09 --> 00:35:13: heard the desire to open opportunities for local players to

00:35:13 --> 00:35:16: participate in the Brown Ranch project and contribute their strengths

00:35:17 --> 00:35:19: and talents. So I think, you know it's always good

00:35:19 --> 00:35:23: to generate revenue and keep it circulating in their local

00:35:23 --> 00:35:26: economy, but also helps to reduce reliance on outsiders 100%.

00:35:26 --> 00:35:29: Yeah, we know the big builders are going to have

00:35:29 --> 00:35:30: to probably come from.

00:35:30 --> 00:35:34: And we're other areas that have the resources, but I

00:35:34 --> 00:35:34: think this.

00:35:34 --> 00:35:36: Is a balanced approach.

00:35:36 --> 00:35:40: The one challenge, another argument for having a.

00:35:41 --> 00:35:44: Eric, seasoned experience fee developer alongside there's it's going to

00:35:44 --> 00:35:47: take a lot more developer oversight managing all those moving

00:35:47 --> 00:35:49: parts. So just something to consider.

00:35:52 --> 00:35:55: OK. The other thing we heard loud and clear is

00:35:55 --> 00:35:58: a deep concern of how long this process is going

00:35:58 --> 00:36:01: to take and almost a sadness that man take that

00:36:01 --> 00:36:04: long to deliver units we have need now. And one

00:36:04 --> 00:36:07: of the things I think we might want to consider

00:36:07 --> 00:36:10: is a tiny home community out there. You got the

00:36:10 --> 00:36:13: land strategically placed. It's going to this would require a

00:36:13 --> 00:36:17: lot of planning and coordination. But again, beginning with the

00:36:17 --> 00:36:20: end in mind, how can we meet immediate need?

00:36:20 --> 00:36:20: At.

00:36:20 --> 00:36:24: While advancing the project and what I mean by that

00:36:24 --> 00:36:27: is can we create a product that can provide a

00:36:27 --> 00:36:31: more immediate need housing sooner? But also this helps you

00:36:31 --> 00:36:34: to prepare maybe to think about housing your labor force

00:36:34 --> 00:36:38: that you will inevitably have to shelter and house during

00:36:38 --> 00:36:42: this extended period of construction. But can you do it

00:36:42 --> 00:36:45: in a way that's mindful and thoughtful and can these

00:36:45 --> 00:36:50: resources, this investment made-up front be benefited through different stages?

00:36:50 --> 00:36:54: Needs more current need meets the need during the

construction.

00:36:54 --> 00:36:57: But if we are intentional in how we design and

00:36:57 --> 00:37:00: build it, maybe we can reutilize that stuff. So we

00:37:00 --> 00:37:03: were saying maybe we can use a modular construction

00:37:03 --> 00:37:06: technology

00:37:06 --> 00:37:09: and that these could be relocated or maybe sold even

00:37:09 --> 00:37:13: to some of the lower income people to replace maybe

00:37:13 --> 00:37:17: more aging or obsolete product in the mobile home parks.

00:37:17 --> 00:37:20: You've got that resource here. Those things are continuing

00:37:20 --> 00:37:24: probably

00:37:24 --> 00:37:26: to degrade. I've owned mobile home parks, I understand so.

00:37:26 --> 00:37:29: Again, being strategic, I think most important about this

00:37:29 --> 00:37:31: strategy

00:37:31 --> 00:37:33: is that it allows us to do a dry run

00:37:33 --> 00:37:35: on several of these ideas and strategies that are smaller,

00:37:35 --> 00:37:37: low risk level we can start.

00:37:37 --> 00:37:39: And in the community.

00:37:39 --> 00:37:41: And.

00:37:41 --> 00:37:43: Economic development.

00:37:43 --> 00:37:45: In place for small ski town in California.

00:37:45 --> 00:37:47: That.

00:37:47 --> 00:37:49: Sierras and so.

00:37:49 --> 00:37:51: I.

00:37:51 --> 00:37:53: Understand.

00:37:53 --> 00:37:55: What it's?

00:37:55 --> 00:37:57: Like to live this?

00:37:57 --> 00:37:59: City town.

00:37:59 --> 00:38:01: And we have similar issues and Mammoth Lakes with.

00:38:01 --> 00:38:03: Housing, childcare, kind of a lot of the things that

00:38:03 --> 00:38:05: we.

00:38:05 --> 00:38:07: Have from the community.

00:38:07 --> 00:38:09: We.

00:38:09 --> 00:38:11: Also have similar.

00:38:11 --> 00:38:13: Issues with capacity.

00:38:13 --> 00:38:15: And I think 1.

00:38:15 --> 00:38:17: Of the things that.

00:38:17 --> 00:38:19: This panel heard and we've got here.

00:38:19 --> 00:38:21: Was capacity, capacity capacity, right?

00:38:21 --> 00:38:23: Across the board and.

00:38:23 --> 00:38:25: That was one of the first things you wrote down

00:38:25 --> 00:38:27: on our tax in the room. So in end of

00:38:27 --> 00:38:29: life we're also building a similar project, a smaller scale.

00:38:29 --> 00:38:31: We purchased 25 acres.

00:38:42 --> 00:38:43: Of land in the.  
 00:38:43 --> 00:38:44: Middle of our.  
 00:38:44 --> 00:38:45: Town and we're building.  
 00:38:45 --> 00:38:46: Up to 580.  
 00:38:46 --> 00:38:48: Minutes, we're under.  
 00:38:48 --> 00:38:49: Construction.  
 00:38:49 --> 00:38:50: On phase one will deliver 8 when the.  
 00:38:51 --> 00:38:51: Next.  
 00:38:51 --> 00:38:54: Next year we are using modular construction. One of the  
 00:38:54 --> 00:38:57: photos and slides show the crane dropping a.  
 00:38:57 --> 00:38:58: Modular.  
 00:38:59 --> 00:39:00: Box.  
 00:39:00 --> 00:39:01: Onto our project in.  
 00:39:01 --> 00:39:05: Place, so you know when we heard about capacity, we  
 00:39:05 --> 00:39:06: heard about.  
 00:39:06 --> 00:39:07: The.  
 00:39:07 --> 00:39:07: Capacity.  
 00:39:08 --> 00:39:10: Needed to build this project, but then also to serve.  
 00:39:10 --> 00:39:12: The community long term.  
 00:39:13 --> 00:39:14: In addition.  
 00:39:14 --> 00:39:15: We heard.  
 00:39:15 --> 00:39:15: About.  
 00:39:15 --> 00:39:15: The need.  
 00:39:15 --> 00:39:19: For equitable distribution of costs, so.  
 00:39:19 --> 00:39:19: Distribution.  
 00:39:19 --> 00:39:20: Equitable.  
 00:39:20 --> 00:39:20: Distribution.  
 00:39:20 --> 00:39:21: Of costs.  
 00:39:21 --> 00:39:22: Between existing Steamboat.  
 00:39:22 --> 00:39:23: Residents.  
 00:39:23 --> 00:39:23: And the.  
 00:39:23 --> 00:39:27: Future Brown Ranch residents and we really heard about  
 clear  
 00:39:27 --> 00:39:28: that annexation.  
 00:39:28 --> 00:39:28: You know can't.  
 00:39:28 --> 00:39:32: Hurt over either party and our goal was to find  
 00:39:32 --> 00:39:34: ways to Surface project.  
 00:39:34 --> 00:39:34: Within.  
 00:39:34 --> 00:39:35: Existing.  
 00:39:35 --> 00:39:35: Capacity.  
 00:39:40 --> 00:39:43: So when we think about building capacity, you know.  
 00:39:43 --> 00:39:44: We think about.

00:39:44 --> 00:39:44: It.  
 00:39:44 --> 00:39:45: As ways.  
 00:39:45 --> 00:39:46: To add capacity.  
 00:39:46 --> 00:39:47: Currently.  
 00:39:47 --> 00:39:48: Staff.  
 00:39:48 --> 00:39:49: Support.  
 00:39:49 --> 00:39:49: But also by.  
 00:39:49 --> 00:39:51: Making the project easier.  
 00:39:51 --> 00:39:53: To implement by anticipating future needs.  
 00:39:53 --> 00:39:54: Through zoning.  
 00:39:54 --> 00:39:54: Standards.  
 00:39:55 --> 00:39:58: So we talk a little bit about developing standard plans  
 00:39:58 --> 00:40:02: for streets, roadways and some of the unique installations in  
 00:40:02 --> 00:40:06: this projects like bioswales. Also a phasing plan for  
 infrastructure  
 00:40:06 --> 00:40:08: will ensure that the.  
 00:40:08 --> 00:40:08: Infrastructures.  
 00:40:09 --> 00:40:11: The right time and not just swim.  
 00:40:11 --> 00:40:12: In the project.  
 00:40:12 --> 00:40:13: And the.  
 00:40:13 --> 00:40:14: Best way?  
 00:40:14 --> 00:40:16: That we decided to deal.  
 00:40:16 --> 00:40:16: With kind of those.  
 00:40:16 --> 00:40:17: Mansion inspection.  
 00:40:17 --> 00:40:19: Services to consider.  
 00:40:19 --> 00:40:20: Contracting it out.  
 00:40:20 --> 00:40:21: We're partnering.  
 00:40:21 --> 00:40:23: Local agencies for inspection services.  
 00:40:28 --> 00:40:28: And.  
 00:40:28 --> 00:40:29: There's.  
 00:40:29 --> 00:40:32: A unique opportunity to go operational capacity.  
 00:40:32 --> 00:40:35: Into the zoning project. It really kind of.  
 00:40:35 --> 00:40:39: A unique place by tracking the zoning standards right now.  
 00:40:39 --> 00:40:42: And so we think it's really important to ensure that  
 00:40:42 --> 00:40:45: the zoning standards that we're.  
 00:40:45 --> 00:40:45: Working on.  
 00:40:46 --> 00:40:51: Aligning the bandage plan to minimize the variances and  
 really  
 00:40:51 --> 00:40:51: consider.  
 00:40:51 --> 00:40:52: Thinking about making.  
 00:40:52 --> 00:40:57: Future development in Brown Ranch by right or able to  
 00:40:57 --> 00:40:57: be?  
 00:40:58 --> 00:40:59: Administratively so.

00:40:59 --> 00:41:00: In order to eliminate.  
 00:41:00 --> 00:41:01: The time, the cost.  
 00:41:01 --> 00:41:02: Associated with public.  
 00:41:02 --> 00:41:08: Hearings for future phases and additionally, as Lorenzo mentioned, planning  
 00:41:08 --> 00:41:11: for modular construction and will.  
 00:41:11 --> 00:41:11: Reduce.  
 00:41:11 --> 00:41:14: All on site inspections as well a number a good  
 00:41:14 --> 00:41:16: number of inspections.  
 00:41:16 --> 00:41:16: Are.  
 00:41:16 --> 00:41:18: Completed offsite in the factory.  
 00:41:19 --> 00:41:21: And so I'm sure that the city has considered.  
 00:41:21 --> 00:41:24: Contract services in the past, oftentimes cities.  
 00:41:24 --> 00:41:27: Do that. We do that in a place and you  
 00:41:27 --> 00:41:28: know.  
 00:41:28 --> 00:41:30: We think this is a really good opportunity to employ.  
 00:41:30 --> 00:41:32: That contract model.  
 00:41:32 --> 00:41:32: Of.  
 00:41:32 --> 00:41:34: Services for entitlements building plan.  
 00:41:34 --> 00:41:35: Checks.  
 00:41:35 --> 00:41:36: Inspections.  
 00:41:36 --> 00:41:37: And you know.  
 00:41:37 --> 00:41:40: We understand obviously there's a difficulty telling employees.  
 00:41:40 --> 00:41:41: So considering.  
 00:41:41 --> 00:41:41: Using an.  
 00:41:41 --> 00:41:42: Established consulting.  
 00:41:42 --> 00:41:43: Firm.  
 00:41:43 --> 00:41:46: That can either be remote or possibly considering employing former  
 00:41:46 --> 00:41:47: retirement.  
 00:41:47 --> 00:41:48: Fees.  
 00:41:48 --> 00:41:48: To work on an.  
 00:41:48 --> 00:41:49: Hourly.  
 00:41:49 --> 00:41:49: This is so.  
 00:41:49 --> 00:41:50: This would.  
 00:41:50 --> 00:41:51: Allow consultants.  
 00:41:52 --> 00:41:52: To do the heavy.  
 00:41:52 --> 00:41:53: Lifting and.  
 00:41:53 --> 00:41:56: City staff to continue focusing on all the work to  
 00:41:56 --> 00:41:58: do. All currently have.  
 00:42:00 --> 00:42:03: So looking at the project, we think long term operational



00:42:03 --> 00:42:06: capacity can be built with forward thinking design.

00:42:06 --> 00:42:08: So including designing.

00:42:08 --> 00:42:09: The project with.

00:42:09 --> 00:42:10: Ongoing maintenance in mind.

00:42:11 --> 00:42:12: And, you know, really, we think.

00:42:12 --> 00:42:13: That.

00:42:13 --> 00:42:13: The project.

00:42:13 --> 00:42:14: That the community.

00:42:14 --> 00:42:14: Rummage.

00:42:14 --> 00:42:16: Community should be equal to.

00:42:16 --> 00:42:16: Or less.

00:42:16 --> 00:42:17: Expensive to.

00:42:17 --> 00:42:17: Maintain.

00:42:17 --> 00:42:18: Existing.

00:42:18 --> 00:42:19: Residences.

00:42:20 --> 00:42:20: Including.

00:42:20 --> 00:42:21: Designing the projects and.

00:42:21 --> 00:42:23: Firewise construction that can.

00:42:23 --> 00:42:24: Reduce.

00:42:24 --> 00:42:25: Ongoing fire needs.

00:42:25 --> 00:42:26: And could.

00:42:26 --> 00:42:27: Reduce.

00:42:27 --> 00:42:27: Fire.

00:42:27 --> 00:42:28: Insurance costs.

00:42:28 --> 00:42:29: In California.

00:42:29 --> 00:42:29: We're seeing.

00:42:29 --> 00:42:30: Higher.

00:42:30 --> 00:42:31: Insurance costs.

00:42:33 --> 00:42:34: Colorado.

00:42:34 --> 00:42:34: Yet, but it's.

00:42:34 --> 00:42:36: Like we want to explain.

00:42:37 --> 00:42:37: And.

00:42:37 --> 00:42:40: Using property managers and community service officers.

00:42:40 --> 00:42:40: To.

00:42:40 --> 00:42:40: Reduce.

00:42:41 --> 00:42:41: Or.

00:42:41 --> 00:42:41: To.

00:42:41 --> 00:42:42: Resolve.

00:42:42 --> 00:42:42: Low.

00:42:42 --> 00:42:45: Level complaints can free up police officers to deal with

00:42:45 --> 00:42:46: higher.

00:42:46 --> 00:42:47: Level issues throughout the city.

00:42:51 --> 00:42:52: And thinking about.  
 00:42:52 --> 00:42:56: The ways to generate a revenue and brown actually really  
 00:42:56 --> 00:42:57: important as an example.  
 00:42:57 --> 00:42:58: Public spaces in the.  
 00:42:58 --> 00:43:00: Project can generate.  
 00:43:00 --> 00:43:01: Rental.  
 00:43:01 --> 00:43:02: Revenue.  
 00:43:02 --> 00:43:02: And.  
 00:43:02 --> 00:43:06: It can also allow community members to celebrate important  
 events  
 00:43:06 --> 00:43:10: like weddings or Kingston Yetta in their neighborhood and  
 thinking  
 00:43:10 --> 00:43:13: about ways to the property manager or HOA to provide  
 00:43:13 --> 00:43:13: services.  
 00:43:13 --> 00:43:15: Will reduce the need for the city to.  
 00:43:15 --> 00:43:16: Provide services to.  
 00:43:20 --> 00:43:23: A big conversation over the past week was about.  
 00:43:23 --> 00:43:24: The capacity.  
 00:43:24 --> 00:43:24: To provide.  
 00:43:24 --> 00:43:25: Electrical.  
 00:43:25 --> 00:43:25: Services.  
 00:43:25 --> 00:43:25: To.  
 00:43:25 --> 00:43:26: The.  
 00:43:26 --> 00:43:27: To the.  
 00:43:27 --> 00:43:27: Community.  
 00:43:28 --> 00:43:29: We heard.  
 00:43:29 --> 00:43:33: Basically, while clear the substation improvements, it's  
 critical.  
 00:43:33 --> 00:43:33: Path.  
 00:43:34 --> 00:43:34: We.  
 00:43:34 --> 00:43:36: Also consider this critical path.  
 00:43:37 --> 00:43:37: However.  
 00:43:37 --> 00:43:40: We think it's really important to complete a comprehensive.  
 00:43:40 --> 00:43:41: Analysis.  
 00:43:41 --> 00:43:42: Of how to provide?  
 00:43:42 --> 00:43:43: Energy to the site.  
 00:43:44 --> 00:43:46: To augment the cost.  
 00:43:46 --> 00:43:46: Of providing.  
 00:43:47 --> 00:43:49: A. Purchasing power overtime.  
 00:43:50 --> 00:43:50: Funding.  
 00:43:50 --> 00:43:51: For this.  
 00:43:51 --> 00:43:51: Study.  
 00:43:51 --> 00:43:53: Could come from stability.

00:43:53 --> 00:43:56: Foundation grants and additionally.  
 00:43:56 --> 00:43:57: Considering ways for the.  
 00:43:57 --> 00:43:57: Project to.  
 00:43:57 --> 00:43:58: Generate these its.  
 00:43:58 --> 00:44:02: Own power level, the project business overall and most sustainable.  
 00:44:03 --> 00:44:04: Resiliency.  
 00:44:04 --> 00:44:06: Of power to the site.  
 00:44:06 --> 00:44:06: Should be.  
 00:44:06 --> 00:44:07: Considered we have here?  
 00:44:07 --> 00:44:08: That as the.  
 00:44:08 --> 00:44:09: Electrical.  
 00:44:09 --> 00:44:11: Grid and the USB unstable.  
 00:44:11 --> 00:44:13: At times, so we should. There should.  
 00:44:13 --> 00:44:14: Be some thought about.  
 00:44:14 --> 00:44:18: Resiliency and how to provide parasite.  
 00:44:20 --> 00:44:21: And then I'm.  
 00:44:21 --> 00:44:23: Talking about water on the brown.  
 00:44:23 --> 00:44:24: Range recommends using.  
 00:44:24 --> 00:44:26: Young potable water for landscaping, but.  
 00:44:26 --> 00:44:27: Additional.  
 00:44:27 --> 00:44:28: Upfront.  
 00:44:28 --> 00:44:29: Infrastructure.  
 00:44:29 --> 00:44:29: Could reduce.  
 00:44:29 --> 00:44:32: The overall long term cost of the project.  
 00:44:32 --> 00:44:34: And the sustainability?  
 00:44:34 --> 00:44:35: Of water.  
 00:44:35 --> 00:44:35: Conditions this.  
 00:44:35 --> 00:44:38: Site the cost and revenue of installing wastewater.  
 00:44:38 --> 00:44:39: Treatment.  
 00:44:39 --> 00:44:40: Systems to generate.  
 00:44:40 --> 00:44:40: More potable.  
 00:44:40 --> 00:44:41: Water.  
 00:44:41 --> 00:44:44: Should consider. We've heard of.  
 00:44:44 --> 00:44:45: Other communities.  
 00:44:45 --> 00:44:46: Where?  
 00:44:46 --> 00:44:48: They have generated non potable water that then is.  
 00:44:48 --> 00:44:50: Purchased by Jason communities.  
 00:44:50 --> 00:44:53: So this could result in revenue generation for the site.  
 00:44:55 --> 00:44:56: And.  
 00:44:56 --> 00:44:58: Then last but not least.  
 00:44:58 --> 00:44:59: You know, talking.

00:44:59 --> 00:44:59: About funding.

00:45:00 --> 00:45:01: Mechanisms, so we understand that.

00:45:01 --> 00:45:03: Long term, stable funding will be critical to.

00:45:03 --> 00:45:04: The.

00:45:04 --> 00:45:04: Success of this.

00:45:04 --> 00:45:05: Project.

00:45:06 --> 00:45:08: We've listed a number of ways that.

00:45:09 --> 00:45:09: You can.

00:45:09 --> 00:45:13: Consider funding, long term secure funding and property.

00:45:13 --> 00:45:15: Taxes increases.

00:45:15 --> 00:45:16: And accommodations.

00:45:16 --> 00:45:16: Taxes.

00:45:16 --> 00:45:17: Sales tax.

00:45:17 --> 00:45:17: Increase.

00:45:18 --> 00:45:19: Tax.

00:45:19 --> 00:45:20: Financing.

00:45:20 --> 00:45:21: And other.

00:45:21 --> 00:45:22: Ways to.

00:45:22 --> 00:45:22: Fund the.

00:45:22 --> 00:45:22: Project.

00:45:24 --> 00:45:24: And that one.

00:45:26 --> 00:45:28: Thank you so.

00:45:30 --> 00:45:35: Ask which the affordability, feasibility and equity questions.

00:45:39 --> 00:45:40: That be my first.

00:45:40 --> 00:45:40: 1.

00:45:41 --> 00:45:42: My name is Steven.

00:45:42 --> 00:45:42: Norman.

00:45:43 --> 00:45:43: Prior.

00:45:43 --> 00:45:44: Executive.

00:45:44 --> 00:45:46: Director of King County Housing Authority, Seattle.

00:45:47 --> 00:45:48: Housing Authority with.

00:45:48 --> 00:45:52: Phones and managed about 12,000 housing. We subsidized about another

00:45:52 --> 00:45:55: 10,000 families who live with private records.

00:45:56 --> 00:45:57: Committee.

00:45:58 --> 00:46:01: And one of the reasons I'm on this panel is

00:46:01 --> 00:46:04: it's for the last 20 years we have been stewarded

00:46:04 --> 00:46:05: through a.

00:46:05 --> 00:46:06: Project called greenbridge.

00:46:07 --> 00:46:07: That.

00:46:08 --> 00:46:08: Is.

00:46:08 --> 00:46:11: Very similar in its aspirations to what you're doing out

00:46:11 --> 00:46:12: here.

00:46:12 --> 00:46:12: It's.

00:46:12 --> 00:46:17: 100 Acre 1000 unit mixed income mixed-use complex. The initial

00:46:17 --> 00:46:21: visioning package looked very similar to this.

00:46:21 --> 00:46:21: Actually.

00:46:21 --> 00:46:21: One of the.

00:46:22 --> 00:46:22: Reasons.

00:46:22 --> 00:46:23: Because we were.

00:46:23 --> 00:46:24: Using the same architects.

00:46:27 --> 00:46:30: Tell you that we're now in the final build out

00:46:30 --> 00:46:33: process. We had similar goals, we have similar challenges and

00:46:33 --> 00:46:34: I was three inches.

00:46:34 --> 00:46:36: Tall. I have brown hair.

00:46:38 --> 00:46:40: But I can tell you that it was absolutely.

00:46:40 --> 00:46:41: Worth it? It was an.

00:46:41 --> 00:46:42: Asset.

00:46:42 --> 00:46:44: To the larger community.

00:46:44 --> 00:46:45: It's an asset.

00:46:45 --> 00:46:46: To the folks who live in the.

00:46:46 --> 00:46:50: Complex, and it is an asset to the economy.

00:46:50 --> 00:46:51: And region.

00:46:51 --> 00:46:52: And this is.

00:46:52 --> 00:46:52: Actually.

00:46:52 --> 00:46:54: A photograph of the Main St in green.

00:46:54 --> 00:46:55: Bridge.

00:46:55 --> 00:46:57: So I think it's important to.

00:46:57 --> 00:46:58: Understand.

00:46:58 --> 00:47:02: Upfront that projects involved from the initial visioning process.

00:47:02 --> 00:47:03: And there's a need to be.

00:47:03 --> 00:47:04: Flexible.

00:47:04 --> 00:47:05: But within that.

00:47:05 --> 00:47:09: Flexibility. It's really important to keep your eye on the

00:47:09 --> 00:47:13: prize. Translate that initial vision of those community values, that

00:47:13 --> 00:47:16: data. But this is the project into actual.

00:47:18 --> 00:47:21: So let's start with sort of what's involved.

00:47:21 --> 00:47:21: In.

00:47:22 --> 00:47:26: Fulfilling that promise, essentially circling back to tie this daunting

00:47:26 --> 00:47:31: implementation discussion that we've had with the Brown

ramp division

00:47:31 --> 00:47:35: and the equity goals that have established by the Community.

00:47:35 --> 00:47:38: I think the YH YH excuse you have too much

00:47:38 --> 00:47:41: time with the AYHA has done a good job of

00:47:41 --> 00:47:45: reaching out across the community and they need to continue

00:47:45 --> 00:47:48: that effort and can remain transparent, inclusive.

00:47:48 --> 00:47:49: All.

00:47:49 --> 00:47:50: Groups in the community as.

00:47:50 --> 00:47:51: This progresses.

00:47:52 --> 00:47:52: The.

00:47:52 --> 00:47:55: Project really presents a unique opportunity to create a new

00:47:55 --> 00:47:58: neighborhood that serves the housing needs of a broad and

00:47:58 --> 00:48:02: diverse cross section of steamboats workforce. This includes addressing the

00:48:02 --> 00:48:04: housing affordable.

00:48:04 --> 00:48:04: Challenges.

00:48:04 --> 00:48:05: Of the lower.

00:48:05 --> 00:48:06: Wage workers.

00:48:07 --> 00:48:10: Many of them serving essential jobs in this.

00:48:10 --> 00:48:10: Community.

00:48:11 --> 00:48:14: Many of those workers are currently living doubled up. Unsafe

00:48:14 --> 00:48:18: housing, unstable housing, or they're commuting unsustainable distances to get

00:48:18 --> 00:48:19: here.

00:48:19 --> 00:48:21: 4:00 o'clock in the morning to shovel the sidewalk.

00:48:22 --> 00:48:27: There's a direct connection though between housing affordability mix and

00:48:27 --> 00:48:31: the potential financing strategies that you pursue putting together the

00:48:31 --> 00:48:32: money side.

00:48:32 --> 00:48:33: Of this complex.

00:48:34 --> 00:48:37: Yeah, I was going to talk for minute about this

00:48:37 --> 00:48:38: that she starts to work through.

00:48:39 --> 00:48:40: The financing challenges.

00:48:41 --> 00:48:43: Tools that you have.

00:48:43 --> 00:48:44: But.

00:48:44 --> 00:48:46: Just to say as a preface to that, to really

00:48:47 --> 00:48:50: realize the Brown Ranch equity goals to assure every verse

00:48:50 --> 00:48:53: and thriving community, the plan will also need to focus

00:48:53 --> 00:48:54: on hazard access.

00:48:55 --> 00:48:56: Continued.

00:48:56 --> 00:48:57: Affordability.

00:48:57 --> 00:48:58: And sustainability.

00:48:59 --> 00:49:03: Let's start with this question. Affordability and affordability to whom?

00:49:08 --> 00:49:12: So I think you can see from here disconnect between

00:49:12 --> 00:49:17: what may lines of work that are vital in your.

00:49:17 --> 00:49:17: Community.

00:49:18 --> 00:49:22: OK. And what the current market for housing?

00:49:22 --> 00:49:24: Is in the Community this.

00:49:24 --> 00:49:28: Is the crux of what is really driving the the

00:49:28 --> 00:49:29: crowd ranch vision?

00:49:31 --> 00:49:31: So.

00:49:32 --> 00:49:35: Many of these wages, you also have to recognize are

00:49:35 --> 00:49:40: well below the 60% of area median income benchmark, which

00:49:40 --> 00:49:43: is used to set the rent, minimum rents in many

00:49:43 --> 00:49:47: financing models. And just to give you a sense, I

00:49:47 --> 00:49:51: don't want to go into housing speak too much, but

00:49:51 --> 00:49:55: for a single person in the area median income at

00:49:55 --> 00:49:57: 60% of AMI, it's \$43,000.

00:49:57 --> 00:50:02: For a family of three, it's \$55,000. You can see

00:50:03 --> 00:50:07: that these wages are way below that 60% of AMI.

00:50:07 --> 00:50:09: A bus driver at.

00:50:09 --> 00:50:10: 31,000.

00:50:10 --> 00:50:17: \$932,000 on maintenance worker at \$39,000. These are really in

00:50:17 --> 00:50:21: the 35 to 45% of AMI range and it's important

00:50:22 --> 00:50:23: to develop.

00:50:23 --> 00:50:23: Models.

00:50:24 --> 00:50:27: Terms of your financing that can actually support rights that

00:50:27 --> 00:50:28: are.

00:50:28 --> 00:50:31: At a level that is debatable by the force in

00:50:31 --> 00:50:32: the Community.

00:50:33 --> 00:50:37: There are different ways to do this because the private

00:50:37 --> 00:50:40: market clearly wouldn't that be going to need for housing

00:50:40 --> 00:50:43: authorities if the private market could step in and do

00:50:43 --> 00:50:46: this kind of work. And it involves a mix of

00:50:46 --> 00:50:49: capital subject to write down the cost of construction. It

00:50:49 --> 00:50:53: involves operating subsidies that are used to essentially pay in

00:50:53 --> 00:50:57: to supplant the rent that somebody can actually realistically afford

00:50:57 --> 00:51:00: to pay based upon their salary. And the third which

00:51:00 --> 00:51:03: is something that we used up in Greensburg and was

00:51:03 --> 00:51:04: in critical.

00:51:04 --> 00:51:08: That financing picture because we took a portion of the

00:51:08 --> 00:51:11: site and we sold it to private master builders to

00:51:11 --> 00:51:14: provide market rate housing and the money we got from

00:51:14 --> 00:51:18: those land sales cross subsidized our infrastructure costs and help

00:51:18 --> 00:51:21: write down the rents so that we could have deeper

00:51:21 --> 00:51:25: affordability on the workforce elements of the project to assure

00:51:25 --> 00:51:28: that we would truly providing grants that were.

00:51:28 --> 00:51:29: Affordable to the.

00:51:29 --> 00:51:31: Folks who we thought we were serving when we came

00:51:31 --> 00:51:32: up with.

00:51:32 --> 00:51:32: The initial.

00:51:32 --> 00:51:33: Concept.

00:51:33 --> 00:51:34: For the community.

00:51:34 --> 00:51:35: We've also.

00:51:35 --> 00:51:35: Heard in our.

00:51:35 --> 00:51:40: Interviews about senior seniors and households living with disabilities on

00:51:40 --> 00:51:44: fixed incomes in this debug community who are paying most

00:51:44 --> 00:51:45: of their.

00:51:45 --> 00:51:45: Income.

00:51:45 --> 00:51:46: And rents?

00:51:46 --> 00:51:46: And.

00:51:47 --> 00:51:48: Utilities.

00:51:48 --> 00:51:52: This is something I've seen across the country on Social

00:51:52 --> 00:51:56: Security is not keeping up with rent, and seniors are

00:51:56 --> 00:51:59: increasingly faced with the fact that they have to choose

00:51:59 --> 00:52:03: before buying medicines and paying the rent. So I think

00:52:03 --> 00:52:06: there is a need to really dig down and work

00:52:06 --> 00:52:10: with your social service providers understand what this dimensions of

00:52:10 --> 00:52:11: this problem are.

00:52:12 --> 00:52:12: In your community.

00:52:12 --> 00:52:15: Much of this may be hidden. I think your service

00:52:15 --> 00:52:17: providers can tell you decide.

00:52:17 --> 00:52:19: How much of that need?

00:52:19 --> 00:52:19: Needs to be.

00:52:19 --> 00:52:22: Addressed in this as well, there I would.

00:52:22 --> 00:52:23: Urge.



00:52:23 --> 00:52:25: You, once you get a sense of what that need,

00:52:25 --> 00:52:28: is to start working with the Colorado Department of Housing

00:52:28 --> 00:52:30: and the Grand Housing Authority.

00:52:55 --> 00:52:58: Points below the 60% of my benchmark are needed to

00:52:58 --> 00:53:02: actually be provided at rather is a critical next step

00:53:02 --> 00:53:06: for you and it will really drive the financing models

00:53:06 --> 00:53:09: that you run. And I will tell you what we

00:53:09 --> 00:53:13: wish we had 100 page development proforma and we

00:53:13 --> 00:53:17: probably

00:53:18 --> 00:53:18: ran 1000 different models and it changed every month.

00:53:18 --> 00:53:20: It's a.

00:53:20 --> 00:53:20: Constant model process.

00:53:20 --> 00:53:23: That.

00:53:23 --> 00:53:24: You have to do to essentially take what it's costing

00:53:24 --> 00:53:27: to build the project and.

00:53:27 --> 00:53:29: Balance that with at the end of the day, who

00:53:29 --> 00:53:30: do you want to be affordable to and how do

00:53:30 --> 00:53:33: you get there?

00:53:33 --> 00:53:41: And what resources do you need to do it anyway?

00:53:41 --> 00:53:41: I'm.

00:53:41 --> 00:53:45: With my advisors and my background is as a urban

00:53:45 --> 00:53:46: planner.

00:53:46 --> 00:53:47: And.

00:53:47 --> 00:53:51: Affordable housing plants. For the past 15 years my practice

00:53:51 --> 00:53:56: is with planner has been helping nonprofits so their capacity

00:53:56 --> 00:53:58: to increasingly complexities and.

00:53:58 --> 00:54:00: And I've.

00:54:00 --> 00:54:01: Worked with I.

00:54:01 --> 00:54:04: Think about 13 housing authorities I.

00:54:04 --> 00:54:05: Promise. I don't say.

00:54:05 --> 00:54:05: This.

00:54:22 --> 00:54:25: Division of Ground Branch and very excited to be here

00:54:25 --> 00:54:27: and thank you for having us.

00:54:28 --> 00:54:29: As.

00:54:29 --> 00:54:30: Steven.

00:54:30 --> 00:54:32: Said just now you know your.

00:54:32 --> 00:54:35: Challenge as you move into implementation and execution is.

00:54:35 --> 00:54:39: Really to keep that vision and to put your stake

00:54:39 --> 00:54:43: in the ground around definite affordability, the slides that.

00:54:43 --> 00:54:44: Steven showed.

00:54:44 --> 00:54:48: With the one of those superior neighbors, what is?

00:54:48 --> 00:54:49: This project going to be.

00:54:49 --> 00:54:53: Done over over the long long term, and I truly  
00:54:53 --> 00:54:56: believe that money follows.  
00:54:56 --> 00:54:57: Mission.  
00:54:57 --> 00:54:59: And that mission?  
00:54:59 --> 00:55:02: Is to figure out the depth of affordability you want  
00:55:02 --> 00:55:05: to provide for for your neighbors here and from there.  
00:55:05 --> 00:55:08: That will drive all of the economics of their product  
00:55:08 --> 00:55:11: and we will go raise some money and we will  
00:55:11 --> 00:55:13: subsidize the gap that that we should mix.  
00:55:19 --> 00:55:20: So as you.  
00:55:22 --> 00:55:25: As we think about, you know, this financing challenges and  
00:55:25 --> 00:55:26: also.  
00:55:26 --> 00:55:26: The tools.  
00:55:27 --> 00:55:30: Just again to to say you really need to determine  
00:55:30 --> 00:55:33: earlier the depth of affordability. Who are the residents of  
00:55:33 --> 00:55:33: Brown?  
00:55:33 --> 00:55:34: Ranch.  
00:55:34 --> 00:55:38: In the future and and how much subsidy from there?  
00:55:38 --> 00:55:40: Do you need the support that we?  
00:55:40 --> 00:55:41: Should those roles?  
00:55:41 --> 00:55:42: And.  
00:55:42 --> 00:55:42: We.  
00:55:42 --> 00:55:45: Looked a lot this week together at the trade.  
00:55:45 --> 00:55:45: Offs.  
00:55:46 --> 00:55:46: And.  
00:55:46 --> 00:55:47: We.  
00:55:47 --> 00:55:50: Have an amazing vision to provide a range of affordable.  
00:55:50 --> 00:55:50: Options.  
00:55:50 --> 00:55:51: For residents.  
00:55:52 --> 00:55:55: We also have a certain set of market conditions and  
00:55:55 --> 00:55:59: huge gap exists between your average rents here and what  
00:55:59 --> 00:56:00: more?  
00:56:00 --> 00:56:00: Teachers.  
00:56:03 --> 00:56:04: And.  
00:56:04 --> 00:56:05: There will be.  
00:56:05 --> 00:56:09: Trade-offs that this community has to make in terms of  
00:56:09 --> 00:56:13: affordability, stability and have the stability and.  
00:56:13 --> 00:56:14: The.  
00:56:25 --> 00:56:29: On this side and allow 100 families to go well.  
00:56:29 --> 00:56:31: For the next 30 years in the mortgage.  
00:56:31 --> 00:56:34: I don't think that's what you're going to do, but  
00:56:34 --> 00:56:37: it is one way to, you know, make a choice

00:56:37 --> 00:56:38: amongst affordability.

00:56:38 --> 00:56:39: While creation.

00:56:39 --> 00:56:40: But we.

00:56:40 --> 00:56:40: Really.

00:56:40 --> 00:56:40: Focused.

00:56:40 --> 00:56:41: This week.

00:56:41 --> 00:56:41: On how?

00:56:41 --> 00:56:43: We create a stable housing.

00:56:43 --> 00:56:43: Factor so the.

00:56:43 --> 00:56:44: Housing.

00:56:44 --> 00:56:45: Cost.

00:56:45 --> 00:56:45: And.

00:56:45 --> 00:56:45: The.

00:56:45 --> 00:56:46: Wealth that.

00:56:46 --> 00:56:49: Families can grow when we have a predictable.

00:56:49 --> 00:56:49: Housing.

00:56:49 --> 00:56:50: Expenditure per month.

00:56:50 --> 00:56:51: Over the long run.

00:56:57 --> 00:56:58: Similarly.

00:56:58 --> 00:56:58: On the real.

00:56:58 --> 00:57:01: Estate economic side and again I save that money follows

00:57:01 --> 00:57:03: mission but it will not be done if you don't

00:57:03 --> 00:57:04: balance the.

00:57:04 --> 00:57:05: 2.

00:57:06 --> 00:57:09: The round merry goals and the real estate economics you

00:57:09 --> 00:57:13: know have to be imbalance around feasibility and development. Certainly

00:57:13 --> 00:57:17: a lot of horizontal upfront costs, the flexibility using the

00:57:17 --> 00:57:21: flexibility of having virtually no carrying costs in this land,

00:57:21 --> 00:57:23: using that to your advantage.

00:57:24 --> 00:57:26: And also, you know, what is the the timing, how

00:57:27 --> 00:57:29: can you play market cycles, how can you use the

00:57:29 --> 00:57:33: flexibility and the typing to your advantage as well?

00:57:43 --> 00:57:45: Graphics, so I'll just talk.

00:57:45 --> 00:57:46: As soon as real quick.

00:57:46 --> 00:57:46: But.

00:57:46 --> 00:57:48: Essentially on the left side.

00:57:48 --> 00:57:48: Here.

00:58:46 --> 00:58:46: More.

00:58:48 --> 00:58:48: And it's worth doing.

00:58:50 --> 00:58:50: Financing.

00:58:50 --> 00:58:51: Challenges.

00:58:51 --> 00:58:52: And tools.

00:58:52 --> 00:58:53: Thinking.

00:58:54 --> 00:58:55: Thinking.

00:58:55 --> 00:58:55: Ahead.

00:58:55 --> 00:58:59: And as you think about the path forward together as

00:58:59 --> 00:59:02: a community and it will demand the collective efforts, we

00:59:02 --> 00:59:05: look together at some of the critical next steps. And

00:59:05 --> 00:59:09: how do you ascertain the real costs of horizontal development?

00:59:10 --> 00:59:10: And.

00:59:10 --> 00:59:13: Bulgaria, you figure out the gap. You have to meet

00:59:13 --> 00:59:15: the affordability goals that.

00:59:15 --> 00:59:16: That you do.

00:59:18 --> 00:59:19: And.

00:59:19 --> 00:59:20: Getting.

00:59:20 --> 00:59:23: Getting very clear early on the depth and range of

00:59:23 --> 00:59:24: affordability and what's.

00:59:24 --> 00:59:25: Feasible.

00:59:25 --> 00:59:28: With and without subsidy, so that you can maintain that

00:59:29 --> 00:59:31: vision as part of a larger vision.

00:59:31 --> 00:59:32: Overtime.

00:59:32 --> 00:59:36: We would recommend creating a capital advisory team that can

00:59:36 --> 00:59:37: really hit the.

00:59:37 --> 00:59:39: Ground running and.

00:59:39 --> 00:59:42: Aggressively plan for the fundraising and secure grants. There is

00:59:42 --> 00:59:46: an unprecedented moment right now and Federal Way. I live

00:59:46 --> 00:59:46: in Washington.

00:59:49 --> 00:59:49: Federal.

00:59:49 --> 00:59:50: Dollars.

00:59:52 --> 00:59:56: Inflation Reduction act with solar potential. You need a team

00:59:56 --> 00:59:58: that can go out to all of.

00:59:58 --> 01:00:00: Those at once because you.

01:00:00 --> 01:00:01: Need to.

01:00:01 --> 01:00:01: Secure.

01:00:20 --> 01:00:20: Sources.

01:00:21 --> 01:00:24: I talked a lot about density as your friend, so

01:00:24 --> 01:00:26: density really is a tool we think to achieve.

01:00:26 --> 01:00:28: Financial feasibility.

01:00:28 --> 01:00:29: And you?

01:00:29 --> 01:00:29: Know.

01:00:30 --> 01:00:31: Getting.

01:00:31 --> 01:00:32: Very specific.

01:00:32 --> 01:00:35: About the level of density that the site will entail.

01:00:37 --> 01:00:39: Be clear with the community about what what those homes

01:00:39 --> 01:00:40: will look like.

01:00:41 --> 01:00:43: And lastly and I think it was touched on a

01:00:43 --> 01:00:46: little bit earlier, the idea of creating some sub phases

01:00:47 --> 01:00:49: for phase one so that you as a Housing Authority

01:00:49 --> 01:00:51: as you grow your passive time.

01:00:52 --> 01:00:52: Can.

01:00:52 --> 01:00:55: Deliver on, not only by Rachel, all the other things

01:00:55 --> 01:00:58: that you're doing in this community, which are truly amazing

01:00:58 --> 01:01:01: and probably not even known by a lot.

01:01:01 --> 01:01:02: Of folks in this.

01:01:02 --> 01:01:02: Community.

01:01:02 --> 01:01:02: So.

01:01:03 --> 01:01:03: How do you?

01:01:03 --> 01:01:06: Both grow yourselves. How does this whole community swell

01:01:06 --> 01:01:07: gets

01:01:07 --> 01:01:09: capacity?

01:01:09 --> 01:01:09: How do you?

01:01:09 --> 01:01:09: Really.

01:01:09 --> 01:01:11: Set a call to order for your.

01:01:11 --> 01:01:14: Others in the foundations to step up the.

01:01:14 --> 01:01:17: Part of your working board and support you.

01:01:18 --> 01:01:19: In this collective.

01:01:19 --> 01:01:19: Effort.

01:01:20 --> 01:01:20: So that.

01:01:20 --> 01:01:21: Is that is that in?

01:01:21 --> 01:01:22: Summary.

01:01:24 --> 01:01:25: The affordability.

01:01:25 --> 01:01:25: Piece.

01:01:25 --> 01:01:25: Up.

01:01:25 --> 01:01:26: Get back to.

01:01:32 --> 01:01:32: There are a lot.

01:01:32 --> 01:01:32: Of.

01:01:32 --> 01:01:37: Other moving pieces that are involved in moving towards

01:01:37 --> 01:01:40: equity

01:01:40 --> 01:01:44: goals that you have on, I just want to talk

01:01:46 --> 01:01:46: about a couple of those. One is this notion that.

01:01:46 --> 01:01:51: One of the ways.

01:01:46 --> 01:01:51: That you support housing affordability and the vibrancy

01:01:52 --> 01:01:54: community ensure

01:01:52 --> 01:01:54: voter toolbox housing touches and.

01:01:54 --> 01:01:56: This version is really.

01:01:56 --> 01:01:56: Supports a whole.

01:01:56 --> 01:01:57: Array.

01:01:57 --> 01:02:01: Of community aspirations, including the economic health within.

01:02:01 --> 01:02:03: The community, I'm not going to go through a lot

01:02:03 --> 01:02:06: of them, but just very briefly, Michael Housing successful model

01:02:06 --> 01:02:08: that is being used increasingly.

01:02:08 --> 01:02:09: Around the country? Small.

01:02:09 --> 01:02:13: Self-contained units within a larger building of on-site communal facilities.

01:02:13 --> 01:02:14: Been very popular.

01:02:14 --> 01:02:16: With Gen Y Gen.

01:02:16 --> 01:02:19: These workers, it's a way to do something that is

01:02:19 --> 01:02:22: more affordable for them without as much.

01:02:22 --> 01:02:22: Of.

01:02:22 --> 01:02:24: A level of subsidy as some other.

01:02:24 --> 01:02:25: Types of houses.

01:02:25 --> 01:02:26: Cottage.

01:02:26 --> 01:02:27: Housing small.

01:02:27 --> 01:02:31: Ground related housing really targeted towards seniors that can give

01:02:31 --> 01:02:36: somebody around related modest housing at a reasonable price. Live

01:02:36 --> 01:02:40: work units enable someone to live over essentially a workspace

01:02:40 --> 01:02:44: and is one that we find is useful particularly in

01:02:44 --> 01:02:46: communities where you have.

01:02:46 --> 01:02:48: Yeah, with the refugees who?

01:02:48 --> 01:02:48: Are.

01:02:49 --> 01:02:49: Used to.

01:02:49 --> 01:02:53: Setting up their own businesses and being entrepreneurial and now

01:02:53 --> 01:02:55: this is a way to support them, a licensable.

01:02:55 --> 01:02:58: Home childcare. We heard a lot about childcare issues.

01:02:58 --> 01:03:01: And community, this is one of the ways we've addressed

01:03:01 --> 01:03:04: it in Seattle is when we build, we build units

01:03:04 --> 01:03:06: to be licensable and state.

01:03:06 --> 01:03:06: Standards.

01:03:07 --> 01:03:07: For.

01:03:07 --> 01:03:08: A mother.

01:03:08 --> 01:03:08: With her own.

01:03:08 --> 01:03:09: Kids.  
 01:03:09 --> 01:03:10: To run.  
 01:03:10 --> 01:03:11: In home.  
 01:03:11 --> 01:03:11: Childcare.  
 01:03:11 --> 01:03:16: Prices medications to providing culturally competent childcare.  
 01:03:16 --> 01:03:19: To her immediate neighbors who are desperate that childcare.  
 01:03:19 --> 01:03:19: So.  
 01:03:19 --> 01:03:21: They can go out and work, really.  
 01:03:21 --> 01:03:23: Something that floats everybody's.  
 01:03:23 --> 01:03:25: Vote so there is a lot of opportunity to be  
 01:03:25 --> 01:03:29: creative here, thinking about the housing types that support the  
 01:03:29 --> 01:03:33: housing needs of people in your communities. But housing not  
 01:03:33 --> 01:03:36: only has to be affordable, it needs to be accessible  
 01:03:36 --> 01:03:39: in an equitable way, and this is something that I  
 01:03:40 --> 01:03:41: think you need to start.  
 01:03:41 --> 01:03:42: To think about the.  
 01:03:42 --> 01:03:46: Math. So how do you achieve this? The rental sweating  
 01:03:46 --> 01:03:47: and eligibility criteria?  
 01:03:47 --> 01:03:51: Must be tailor to eliminate barriers to housing access. YHA  
 01:03:51 --> 01:03:55: should create community wide screening standards to be owned by  
 01:03:55 --> 01:03:58: all rental developers to make sure people can get in  
 01:03:58 --> 01:04:01: and needs to be drafting that and hide towards one  
 01:04:01 --> 01:04:05: of the traditional barriers that have excluded many parts of  
 01:04:05 --> 01:04:08: the community from actually getting housing. Story today in the  
 01:04:08 --> 01:04:12: newspaper about a congressman from Washington DC who can't get  
 01:04:12 --> 01:04:15: housing because he put money into his campaign. He has  
 01:04:15 --> 01:04:17: bad credit history now.  
 01:04:17 --> 01:04:19: Suddenly, he's sleeping in the capital.  
 01:04:21 --> 01:04:25: There's also need to be a robust affirmative action plan  
 01:04:25 --> 01:04:26: for the home.  
 01:04:26 --> 01:04:27: Ownership disciplines to.  
 01:04:27 --> 01:04:30: Ensure that everyone in the community who is eligible for  
 01:04:30 --> 01:04:33: home ownership is aware of these opportunities.  
 01:04:33 --> 01:04:34: That.  
 01:04:34 --> 01:04:37: We're addressing the barriers to homeownership. You need to know  
 01:04:37 --> 01:04:41: that there are programs in Colorado offer first time

homeownership

01:04:41 --> 01:04:46: counseling, credit repair, financial assistance and access to appropriate lending

01:04:46 --> 01:04:49: products. On the conversations with these potential partners need to

01:04:49 --> 01:04:51: start well before the House.

01:04:51 --> 01:04:54: Starts to rise out of the path so people are

01:04:54 --> 01:04:57: primed and ready when the developer says, OK, we're about

01:04:57 --> 01:04:58: to put this on the market.

01:05:01 --> 01:05:03: So once you get the blitz you got.

01:05:04 --> 01:05:05: And I've been struck.

01:05:05 --> 01:05:08: By the number of folks who have spoken to us

01:05:08 --> 01:05:12: this week about housing that started out as affordable and

01:05:12 --> 01:05:17: then has over time suddenly become not affordable. This update

01:05:17 --> 01:05:20: for people in it and it also essentially.

01:05:20 --> 01:05:20: Shrinks.

01:05:20 --> 01:05:21: The.

01:05:21 --> 01:05:21: Different.

01:05:23 --> 01:05:27: Communities for ground risk fill this promise.

01:05:27 --> 01:05:27: Careful.

01:05:27 --> 01:05:28: Attention must be paid.

01:05:28 --> 01:05:29: Keeping.

01:05:29 --> 01:05:30: This out from affordable.

01:05:30 --> 01:05:31: For future generations.

01:05:32 --> 01:05:35: I think the YHA has recognized this as placed this

01:05:35 --> 01:05:37: issue front and center. Good job.

01:05:38 --> 01:05:41: So the rental housing affordability provisions need to be robust

01:05:41 --> 01:05:44: and need to be closely monitored and they need to

01:05:44 --> 01:05:45: be enforceable.

01:05:46 --> 01:05:50: YHA should the long term control and oversight of all

01:05:50 --> 01:05:50: rental.

01:05:50 --> 01:05:51: Housing.

01:05:51 --> 01:05:52: Into the.

01:05:52 --> 01:05:53: Developer agreements.

01:05:54 --> 01:05:56: And essentially be out of the picture.

01:05:56 --> 01:05:58: At step that's happening.

01:05:58 --> 01:06:01: It's going to remain affordable over the long trip. By

01:06:01 --> 01:06:04: long term, I mean beyond the tail that the Colorado

01:06:04 --> 01:06:07: Housing Finance Agency puts on housing tax credit deals.

01:06:07 --> 01:06:08: This is really.

01:06:08 --> 01:06:12: The perfect tool so rent increases in the half forever.



01:06:12 --> 01:06:16: Housing should not over long term index.

01:06:18 --> 01:06:19: AML's are going up by double.

01:06:19 --> 01:06:20: Digits and many.

01:06:20 --> 01:06:25: Locals, Good Valley is recorded at 12% increase in your

01:06:25 --> 01:06:29: AML, which reflects of course the influx of higher come.

01:06:29 --> 01:06:30: Folks.

01:06:30 --> 01:06:31: Into.

01:06:51 --> 01:06:54: Other cases in most of the housing the YHA should

01:06:54 --> 01:06:58: adopt approach now being used by some jurisdictions where annual

01:06:58 --> 01:07:02: rent increases are capped cases. It's been working at 5%

01:07:02 --> 01:07:06: unless there's a demonstrated need for additional increase to meet

01:07:06 --> 01:07:07: operating costs.

01:07:08 --> 01:07:11: Keeping the home sale product affordable, it's going to require

01:07:11 --> 01:07:15: capital balance between both building goals and resale values. This

01:07:15 --> 01:07:18: is attention that there's no good answer to, but I

01:07:18 --> 01:07:21: do think that the YHA has done a very incredible

01:07:21 --> 01:07:22: job in identifying approach.

01:07:22 --> 01:07:23: Through the use of.

01:07:23 --> 01:07:26: Community affordability agreements that we think will work and is

01:07:26 --> 01:07:27: equitable.

01:07:31 --> 01:07:34: Then, you know, I'd like to say that it's daunting,

01:07:34 --> 01:07:35: this building, this is.

01:07:35 --> 01:07:36: The hard part.

01:07:36 --> 01:07:38: Starts when you cut the wings.

01:07:38 --> 01:07:39: Long.

01:07:39 --> 01:07:39: Term.

01:07:40 --> 01:07:41: Sustainability.

01:07:41 --> 01:07:45: Of community is absolutely critical to justify all the blood

01:07:45 --> 01:07:46: and treasure.

01:07:46 --> 01:07:47: That goes into his.

01:07:47 --> 01:07:47: Front end.

01:07:48 --> 01:07:49: So the vision is for brown.

01:07:49 --> 01:07:50: Ranch to become a valued.

01:07:51 --> 01:07:53: Integrated part of the broader Steamboat community.

01:07:54 --> 01:07:56: Accomplishes. It's critical that there's a.

01:07:56 --> 01:07:59: Solid understanding up front on the long term operating and

01:07:59 --> 01:08:03: capital needs of this new neighborhood, key determinant of future

01:08:03 --> 01:08:06: operating costs will actually be decisions that.  
 01:08:06 --> 01:08:07: You make during the design.  
 01:08:07 --> 01:08:08: Stage designing.  
 01:08:08 --> 01:08:11: Sufficient snow removal is one example design.  
 01:08:11 --> 01:08:12: Development.  
 01:08:12 --> 01:08:12: Needs to be.  
 01:08:12 --> 01:08:14: Closely coordinated.  
 01:08:14 --> 01:08:17: With the responsible municipal operating departments to essentially have a  
 01:08:17 --> 01:08:20: reality check on what the architecture proposing.  
 01:08:20 --> 01:08:22: It not only has to look like.  
 01:08:22 --> 01:08:25: But it also has to be sustainable overtime, which means  
 01:08:25 --> 01:08:28: you have to pay attention to what you're building. There's  
 01:08:29 --> 01:08:32: an emerging conversation that Sandy alluded to between the city  
 01:08:32 --> 01:08:34: and the Housing Authority as.  
 01:08:34 --> 01:08:35: To where ongoing.  
 01:08:35 --> 01:08:38: Operational responsibilities should reside. This will be a.  
 01:08:38 --> 01:08:40: Critical conversation.  
 01:08:40 --> 01:08:41: It's clear that annexing.  
 01:08:41 --> 01:08:44: And new neighborhood will generate additional responsibilities for the city.  
 01:08:45 --> 01:08:46: It's also.  
 01:08:46 --> 01:08:50: Equally clear from an equity perspective that the new residents  
 01:08:50 --> 01:08:51: of Brown Ranch not.  
 01:08:51 --> 01:08:52: Be required.  
 01:08:52 --> 01:08:55: To pay extra but basic municipal services that provided to  
 01:08:55 --> 01:08:57: every other website of Steamboat.  
 01:09:26 --> 01:09:27: When you tell people.  
 01:09:27 --> 01:09:27: What you.  
 01:09:27 --> 01:09:31: Do this is a concern that needs to be?  
 01:09:31 --> 01:09:33: Factored into the financial model.  
 01:09:34 --> 01:09:34: Because.  
 01:09:34 --> 01:09:38: It does affect the actual housing affordability and the Community  
 01:09:39 --> 01:09:39: instability.  
 01:09:40 --> 01:09:40: That is.  
 01:09:40 --> 01:09:40: Really.  
 01:09:40 --> 01:09:43: Needs to be looked at very closely in terms of  
 01:09:43 --> 01:09:44: the final product.  
 01:09:45 --> 01:09:48: Yeah. Back to I think what Sandy was talking about  
 01:09:48 --> 01:09:51: in terms of how you look at different ways in

01:09:51 --> 01:09:52: which you can solve.

01:09:52 --> 01:09:52: For.

01:09:53 --> 01:09:53: A good.

01:09:53 --> 01:09:55: Equitable solution in space.

01:09:56 --> 01:10:01: So decisions regarding the ongoing stewardship of this Community needs

01:10:01 --> 01:10:04: to make sure that all voices.

01:10:04 --> 01:10:05: In the community.

01:10:05 --> 01:10:06: Collective homeowners.

01:10:06 --> 01:10:07: Commercial.

01:10:07 --> 01:10:11: Business operators are her and also that the YJ remains

01:10:11 --> 01:10:16: decision to protect the considerable public investment that has gone

01:10:16 --> 01:10:18: into this project. Daunting us all.

01:10:18 --> 01:10:19: This.

01:10:19 --> 01:10:19: Is I have.

01:10:19 --> 01:10:20: To say that I.

01:10:20 --> 01:10:23: Am I think I speak for the whole panel. Have

01:10:23 --> 01:10:26: every confidence, city, Housing Authority and community.

01:10:26 --> 01:10:30: Making some national model of how a community takes care

01:10:30 --> 01:10:33: of itself. Thank you for inviting us and Molly back

01:10:33 --> 01:10:33: to you.

01:10:37 --> 01:10:40: Thank you all. I'm going to stand up so.

01:10:40 --> 01:10:41: Here we are.

01:10:41 --> 01:10:43: Again, first up, I do want to apologize to those

01:10:44 --> 01:10:46: who are listening online. Our Wi-Fi has been dropping in

01:10:47 --> 01:10:48: now, so you won't get all of it. So I

01:10:48 --> 01:10:49: apologize.

01:10:49 --> 01:10:49: For.

01:10:49 --> 01:10:52: That so switch to the next slide because we're just

01:10:52 --> 01:10:55: going to tell you basically what you already know and

01:10:55 --> 01:10:58: I think maybe if you want to just put all

01:10:58 --> 01:10:59: of those.

01:10:59 --> 01:11:00: Up that would be great.

01:11:01 --> 01:11:03: It's a long road, you already know that.

01:11:04 --> 01:11:07: The Yampa Valley Housing Authority. You are the vision keeper.

01:11:08 --> 01:11:10: You own the property. Keep that in mind.

01:11:11 --> 01:11:12: There's a significant.

01:11:12 --> 01:11:13: Task.

01:11:13 --> 01:11:13: Ahead.

01:11:13 --> 01:11:14: But forging.

01:11:17 --> 01:11:17: Will be key.

01:11:20 --> 01:11:23: We do believe that the selection of an experienced and yet aligned fee developer will be important for you.

01:11:23 --> 01:11:27: The affordability of the plan needs to be expanded to include people who aren't currently in the mix.

01:11:28 --> 01:11:31: Approaches to vertical construction.

01:11:32 --> 01:11:34: Should.

01:11:36 --> 01:11:38: Include things like modular.

01:11:38 --> 01:11:40: And you know, diversity and housing typologies which you've already

01:11:41 --> 01:11:45: looked at, should be really executed on. And I think the one key that.

01:11:45 --> 01:11:48: We.

01:11:48 --> 01:11:49: Haven't perhaps hammered home enough. Maybe is those financing tools

01:11:49 --> 01:11:54: are really going to be complex.

01:11:54 --> 01:11:56: And having a team help you with that is going

01:11:56 --> 01:11:58: to be.

01:11:59 --> 01:11:59: Crucial.

01:11:59 --> 01:12:00: I want to move to the next slide.

01:12:00 --> 01:12:02: So for you.

01:12:04 --> 01:12:07: At the AMPA Valley Housing Authority, this is very specific to.

01:12:07 --> 01:12:10: You.

01:12:10 --> 01:12:11: In terms of the messaging?

01:12:11 --> 01:12:13: One of the interesting things that we found in walking through the community, we ask people just when we were out, what do you know about Brown Ranch? There's a missing cohort, 25 to 40 year olds.

01:12:14 --> 01:12:17: No idea.

01:12:17 --> 01:12:20: Interesting, right? Because they're probably the ones who are most

01:12:20 --> 01:12:23: impacted. So that's a cohort we would really encourage you to focus on. So publicize the need broadly for affordable housing, make everybody know that this is a problem in the community.

01:12:23 --> 01:12:25: And also talk about what happens if you take no action.

01:12:26 --> 01:12:27: What you will lose in terms of character and authenticity.

01:12:28 --> 01:12:32: You know, combat, the line of thinking, we worked hard, why don't they need to work hard? I can tell you this morning I talked to somebody at our hotel.

01:12:32 --> 01:12:36: She is working two full time jobs and going to

01:13:06 --> 01:13:08: school full time. I said how great when you sleep.

01:13:10 --> 01:13:13: People are working hard in this community, everyone, and they

01:13:13 --> 01:13:15: still need housing.

01:13:16 --> 01:13:17: Next slide.

01:13:21 --> 01:13:24: So talk about how Brown Ranch will in fact make

01:13:24 --> 01:13:27: life better for the average Steamboat resident. There are lots

01:13:27 --> 01:13:30: of things, you know, reduce disruptions in schools. We heard

01:13:30 --> 01:13:33: that when people lose housing, their kids have to move

01:13:33 --> 01:13:36: out of that school and they got to go to

01:13:36 --> 01:13:36: a.

01:13:36 --> 01:13:36: Different school.

01:13:37 --> 01:13:40: That's really problematic. That impacts your community pretty dramatically.

01:13:41 --> 01:13:45: Better customer services, employees having businesses open for regular hours.

01:13:45 --> 01:13:48: I know that's been a challenge and more service.

01:13:48 --> 01:13:49: Options.

01:13:50 --> 01:13:52: Also talk in your communications of who will be living

01:13:52 --> 01:13:55: in Brown Ranch. What does that actually look like? That's

01:13:55 --> 01:13:59: really important. I think there's some maybe some misconceptions out.

01:13:59 --> 01:14:00: There in the community that.

01:14:00 --> 01:14:01: You can address.

01:14:05 --> 01:14:08: And then I would also recommend that you even broaden

01:14:08 --> 01:14:08: your messaging.

01:14:08 --> 01:14:09: In your market?

01:14:10 --> 01:14:12: To what the Housing Authority specifically has done in the

01:14:12 --> 01:14:14: Community and kind of what is the return on the

01:14:15 --> 01:14:15: investment?

01:14:15 --> 01:14:16: For the community.

01:14:16 --> 01:14:19: To all the great things you're already doing. How is

01:14:19 --> 01:14:19: that?

01:14:19 --> 01:14:20: Impacting the.

01:14:20 --> 01:14:23: Community, you know, so these are really important pieces.

01:14:23 --> 01:14:24: To it.

01:14:24 --> 01:14:25: So let me look at what?

01:14:25 --> 01:14:28: The next steps are because we hate to leave you

01:14:28 --> 01:14:29: with nothing to do on Monday morning.

01:14:29 --> 01:14:30: We did ask.

01:14:30 --> 01:14:32: You we know your stamping is on Thursday.

01:14:32 --> 01:14:33: But we like to say on.

01:14:33 --> 01:14:35: Monday morning, these are the things that we actually think

01:14:35 --> 01:14:35: you should do.

01:14:37 --> 01:14:39: Do a staff and board capacity evaluation.

01:14:39 --> 01:14:40: Matrix.

01:14:41 --> 01:14:43: What do you need to make this successful? What do

01:14:43 --> 01:14:46: you have to make this successful? Where are the gaps?

01:14:47 --> 01:14:47: 2.

01:14:48 --> 01:14:50: Establish a pre development budget.

01:14:51 --> 01:14:55: 3 identified very critical, critical path for annexation.

01:14:56 --> 01:14:59: And the electrical improvements. This is what you need to

01:14:59 --> 01:14:59: start next.

01:14:59 --> 01:15:00: Week.

01:15:01 --> 01:15:03: We'll give you to mid January because it's December.

01:15:03 --> 01:15:04: What do you?

01:15:04 --> 01:15:05: Need to do in a month.

01:15:05 --> 01:15:09: Draft an RFQ for an aligned fee developer.

01:15:10 --> 01:15:13: UI has resources and there are others out there that

01:15:13 --> 01:15:16: we will provide you some links that will give you

01:15:16 --> 01:15:20: specific RQ questions to ask, focus on that marketing messaging

01:15:20 --> 01:15:22: to that 25 to 40 year old cohort and articulate

01:15:22 --> 01:15:25: that construction phasing what it looks like.

01:15:25 --> 01:15:26: Those kinds of things.

01:15:26 --> 01:15:29: And I would, we would really recommend that you create

01:15:29 --> 01:15:33: a capital advisory team to look at these different financing

01:15:33 --> 01:15:36: mechanisms, OK. We're going to give you the first quarter

01:15:36 --> 01:15:39: of next year in those ones we say completed infrastructure

01:15:39 --> 01:15:40: and site development.

01:15:40 --> 01:15:41: Budget.

01:15:42 --> 01:15:44: And revisit.

01:15:45 --> 01:15:47: Sort of that income balance that that Callie and Steven

01:15:47 --> 01:15:49: were talking about to figure.

01:15:49 --> 01:15:49: Out.

01:15:49 --> 01:15:52: What? What does that actually look like? So those are

01:15:52 --> 01:15:54: sort of your short.

01:15:54 --> 01:15:54: Term.

01:15:54 --> 01:15:57: Immediate term goals and then somewhere through first quarter and

01:15:58 --> 01:16:00: then we'll help you sort of move beyond that. So

01:16:00 --> 01:16:02: with that I want to open this.

01:16:02 --> 01:16:02: Up to.

01:16:02 --> 01:16:04: Questions I want to.

01:16:04 --> 01:16:05: Say thank you. Thank you.

01:16:05 --> 01:16:08: To all of you for giving us the privilege of  
01:16:08 --> 01:16:11: being in your community and putting your trust in US.  
01:16:12 --> 01:16:14: We have the MIC is over here on the far  
01:16:14 --> 01:16:17: right. We will take questions from the room first. So  
01:16:17 --> 01:16:17: if.  
01:16:17 --> 01:16:18: You have questions?  
01:16:18 --> 01:16:18: And want to line up.  
01:16:20 --> 01:16:23: It's from those who are on Zen.  
01:16:27 --> 01:16:29: You'll have to actually go over to Mike.  
01:16:29 --> 01:16:30: Apologize.  
01:16:30 --> 01:16:31: We are recording this.  
01:16:32 --> 01:16:33: And I would ask.  
01:16:33 --> 01:16:35: You, when you come up down into the microphone, say  
01:16:35 --> 01:16:38: your name if you represent an organization.  
01:16:38 --> 01:16:39: Like that is.  
01:16:41 --> 01:16:41: And.  
01:16:41 --> 01:16:41: I'm.  
01:16:42 --> 01:16:43: Paying for.  
01:16:44 --> 01:16:44: Housing.  
01:16:44 --> 01:16:46: Authority and.  
01:16:46 --> 01:16:47: When you mentioned speed.  
01:16:47 --> 01:16:48: Developer.  
01:16:50 --> 01:16:52: Said we could keep you.  
01:16:53 --> 01:16:56: Is that going to include the pros and?  
01:16:56 --> 01:16:56: Cons of.  
01:16:56 --> 01:16:59: Having it be developer, I mean, I assume when you  
01:16:59 --> 01:17:03: say fee developer you're talking about one for the whole  
01:17:03 --> 01:17:03: project.  
01:17:04 --> 01:17:05: Because what we what?  
01:17:05 --> 01:17:06: We have done so.  
01:17:06 --> 01:17:07: Far.  
01:17:07 --> 01:17:08: Is partnered with.  
01:17:10 --> 01:17:11: So we're used.  
01:17:11 --> 01:17:15: To that, you're suggesting we get a developer.  
01:17:15 --> 01:17:19: Of some expertise for the whole project. Is that correct?  
01:17:20 --> 01:17:21: Just a minute, I'm going to repeat.  
01:17:21 --> 01:17:25: The question so that it's recorded. So what you're asking  
01:17:26 --> 01:17:29: is do you do you need a developer partner and  
01:17:29 --> 01:17:34: align developer partner for the whole project, particularly the  
01:17:34 --> 01:17:34: horizontal  
01:17:34 --> 01:17:34: piece?  
01:17:36 --> 01:17:36: That's my.

01:17:36 --> 01:17:37: Question, OK.

01:17:40 --> 01:17:41: Exactly what?

01:17:42 --> 01:17:42: We say.

01:17:43 --> 01:17:44: For example, what does that mean? Who would like to

01:17:44 --> 01:17:45: take that?

01:17:50 --> 01:17:51: I'll be.

01:17:51 --> 01:17:51: Glad.

01:17:53 --> 01:17:53: Can you hear me OK?

01:17:55 --> 01:17:59: So great question and this is a unique project you

01:17:59 --> 01:18:04: you're describing your experience which is I would say is

01:18:05 --> 01:18:09: 1 off projects and this is a different animal as

01:18:09 --> 01:18:10: we perceive it.

01:18:11 --> 01:18:15: It's a broader community scale developer that we were

01:18:15 --> 01:18:18: recommending

01:18:19 --> 01:18:21: and one of the main aspects of that recommendation is

01:18:21 --> 01:18:21: what you what you described that.

01:18:21 --> 01:18:21: It's.

01:18:21 --> 01:18:26: The foundational horizontal construction and the phasing and

01:18:26 --> 01:18:29: the infrastructure

01:18:26 --> 01:18:29: that it goes into it that then would create.

01:18:29 --> 01:18:29: The.

01:18:29 --> 01:18:32: Groundwork for an individual project like.

01:18:44 --> 01:18:46: What is the role? What is?

01:18:46 --> 01:18:46: The.

01:18:46 --> 01:18:47: Economic.

01:18:47 --> 01:18:48: Part.

01:18:50 --> 01:18:50: Is.

01:18:50 --> 01:18:51: It like.

01:18:52 --> 01:18:52: 8%.

01:18:53 --> 01:18:54: Fee for service.

01:18:55 --> 01:18:55: Would you give?

01:18:55 --> 01:18:56: Us a list.

01:18:56 --> 01:18:57: Of.

01:18:57 --> 01:18:58: Here's.

01:18:58 --> 01:19:00: What, Jack? Here's what to look for.

01:19:00 --> 01:19:01: Both positive.

01:19:01 --> 01:19:04: And negative because that would be a whole new.

01:19:04 --> 01:19:04: Role.

01:19:04 --> 01:19:06: For somebody for us.

01:19:07 --> 01:19:08: That would be part of what she.

01:19:08 --> 01:19:09: Provided.

01:19:10 --> 01:19:11: It should.



01:19:15 --> 01:19:18: I would say they, the Urban Land Institute has a  
01:19:18 --> 01:19:19: number of resources that they.  
01:19:19 --> 01:19:21: Could point you to in.  
01:19:21 --> 01:19:22: Terms of some of the.  
01:19:22 --> 01:19:23: Component.  
01:19:23 --> 01:19:23: Parts.  
01:19:23 --> 01:19:24: Of.  
01:19:24 --> 01:19:25: What you might be looking.  
01:19:25 --> 01:19:27: For in.  
01:19:28 --> 01:19:30: Putting out, I mean really what you need to do  
01:19:30 --> 01:19:33: now is I don't put together a request for qualifications,  
01:19:33 --> 01:19:35: get a few in and figure out you know what  
01:19:35 --> 01:19:38: is there and I would really we talked about capacity.  
01:19:38 --> 01:19:39: Of your board.  
01:19:39 --> 01:19:42: You have some pretty strong people on your board and.  
01:19:58 --> 01:20:02: The horizontal vertical, right we're we're sort of advocating a  
01:20:02 --> 01:20:06: developer for the horizontal work, the underground work,  
those kinds  
01:20:06 --> 01:20:10: of things and multiple development partnerships ultimately to  
get it  
01:20:10 --> 01:20:10: built.  
01:20:12 --> 01:20:12: Yeah.  
01:20:15 --> 01:20:15: So I'm going to like.  
01:20:15 --> 01:20:17: Pull the Facebook thing and say I'm.  
01:20:17 --> 01:20:18: Asking for a friend.  
01:20:22 --> 01:20:24: So they would like to.  
01:20:24 --> 01:20:28: Know your account and you have your slide that.  
01:20:28 --> 01:20:29: You got was confusing.  
01:20:29 --> 01:20:30: Because.  
01:20:30 --> 01:20:30: They're.  
01:20:31 --> 01:20:32: Saying to me.  
01:20:32 --> 01:20:33: And my.  
01:20:33 --> 01:20:33: Colleague.  
01:20:34 --> 01:20:35: When you.  
01:20:35 --> 01:20:35: Look.  
01:20:35 --> 01:20:36: At your.  
01:20:40 --> 01:20:41: Your diagram.  
01:20:41 --> 01:20:43: With the 5050 on.  
01:20:43 --> 01:20:44: How?  
01:20:45 --> 01:20:46: Entirely.  
01:20:46 --> 01:20:46: Get this.  
01:20:46 --> 01:20:49: Economic viable, paying for it.

01:20:50 --> 01:20:51: He would.

01:20:51 --> 01:20:52: Like to know this?

01:20:52 --> 01:20:55: Market rate really fair into this. Do you guys see

01:20:55 --> 01:20:56: this when you.

01:20:56 --> 01:20:57: Touched.

01:20:57 --> 01:20:57: On.

01:20:57 --> 01:20:57: It.

01:20:57 --> 01:20:59: A little bit but.

01:20:59 --> 01:21:01: I think we have this in our panel conversation and

01:21:01 --> 01:21:02: market rate.

01:21:02 --> 01:21:06: With many being made, it could possibly be.

01:21:06 --> 01:21:10: Part of this scenario and part of the answer.

01:21:10 --> 01:21:10: And.

01:21:10 --> 01:21:11: Do you guys?

01:21:11 --> 01:21:13: Feel like this can be done without.

01:21:13 --> 01:21:16: Market rate or is do you feel is that that

01:21:17 --> 01:21:17: is?

01:21:17 --> 01:21:17: Too much of a.

01:21:17 --> 01:21:18: Podcast to.

01:21:19 --> 01:21:19: Look at.

01:21:20 --> 01:21:22: Again, asking for a friend.

01:21:25 --> 01:21:26: The question so.

01:21:28 --> 01:21:28: The question.

01:21:28 --> 01:21:29: Is.

01:21:44 --> 01:21:44: You.

01:21:44 --> 01:21:45: Will.

01:21:45 --> 01:21:47: Go forward now and.

01:21:47 --> 01:21:48: Get very.

01:21:48 --> 01:21:48: Real about.

01:21:49 --> 01:21:50: The feasibility?

01:21:50 --> 01:21:51: Financially.

01:21:51 --> 01:21:51: And that.

01:21:51 --> 01:21:54: Will that will be derived from your actual portability.

01:21:54 --> 01:21:55: Goals.

01:21:55 --> 01:21:55: I.

01:21:55 --> 01:21:58: Don't I think that over time those affordability goals really

01:21:58 --> 01:22:01: put that stake in the ground and say we want

01:22:01 --> 01:22:03: to see if you want to serve people at 40

01:22:03 --> 01:22:03: or 50.

01:22:03 --> 01:22:03: Percent.

01:22:03 --> 01:22:05: Of AMI, 30% of AMI.

01:22:06 --> 01:22:07: As that slide.

01:22:07 --> 01:22:10: Tried to show there is a gap, it's early.

01:22:10 --> 01:22:11: To say.

01:22:11 --> 01:22:11: What?

01:22:11 --> 01:22:11: Is.

01:22:12 --> 01:22:16: Any amount of market rate you know sales or mixing

01:22:16 --> 01:22:20: in and market rate because market rate.

01:22:21 --> 01:22:27: We actually consider anything above 6080% and 8120 is market

01:22:28 --> 01:22:32: rate, right. So it's it's hard to say now I

01:22:32 --> 01:22:34: think you'll refine.

01:22:34 --> 01:22:34: Your.

01:22:34 --> 01:22:35: Models.

01:22:35 --> 01:22:36: In the next few months.

01:22:37 --> 01:22:37: And.

01:22:37 --> 01:22:41: Would recommend that you consider market rate as a tool

01:22:41 --> 01:22:46: only to achieve your broader mission goal, right? This is

01:22:46 --> 01:22:49: not a this is not marked right from the same

01:22:49 --> 01:22:50: state of market.

01:22:51 --> 01:22:53: If that is, what if that is the tool that's

01:22:53 --> 01:22:57: necessary to get deeper affordability, because your mission mandate is

01:22:57 --> 01:22:59: to serve the people at 30% of their IT. People

01:22:59 --> 01:23:02: earning twenty \$30,000 a year, I think you'll have to

01:23:02 --> 01:23:03: wear that very year.

01:23:05 --> 01:23:06: Have I seen?

01:23:06 --> 01:23:09: A project of this scale yet done without market rate,

01:23:09 --> 01:23:12: I would just say there's a time factor there. You

01:23:12 --> 01:23:15: can certainly do this over many, many years, all with

01:23:15 --> 01:23:19: tax credit, you know, affordable projects. You will have to

01:23:19 --> 01:23:22: wait a time component as well to figure out is

01:23:22 --> 01:23:25: the time. I call the time value of units is

01:23:25 --> 01:23:26: the time value of affordable.

01:23:26 --> 01:23:27: Units that you could.

01:23:27 --> 01:23:32: Deliver in the next two 3-4 years here facing this

01:23:32 --> 01:23:35: placement now, is that worth?

01:23:35 --> 01:23:35: Uh, you know.

01:23:35 --> 01:23:39: Mixing in some market rates to serve that population. I

01:23:39 --> 01:23:41: think that that's our answer that question.

01:23:43 --> 01:23:44: The only other.

01:24:00 --> 01:24:04: True mixed income community rather than a such a doubt

01:24:04 --> 01:24:07: that people tend to be their lack of white on

01:24:07 --> 01:24:11: that and I know we were selling off the green.

01:24:11 --> 01:24:12: Bridge market rate.

01:24:12 --> 01:24:13: Housing single family.

01:24:13 --> 01:24:14: Detached housing.

01:24:14 --> 01:24:18: For this is keeping different market \$750,000 directly adjacent to

01:24:19 --> 01:24:22: public housing unit and the fact that you have both

01:24:22 --> 01:24:25: of those in the Community helped with some of the

01:24:25 --> 01:24:29: stigmatization that you see when you say everything the Community

01:24:29 --> 01:24:30: is afforded.

01:24:36 --> 01:24:38: That's not for friends, for me.

01:24:40 --> 01:24:44: So when you're talking about this calendar and thank you.

01:24:44 --> 01:24:45: For getting that last slide.

01:24:46 --> 01:24:49: It's very helpful for everyone here to see timelines.

01:24:49 --> 01:24:52: I guess my other thing is the concurrence.

01:24:52 --> 01:24:53: Of.

01:24:53 --> 01:24:54: Not only.

01:24:54 --> 01:24:54: Getting this.

01:24:54 --> 01:24:56: Fee developer on site but.

01:24:57 --> 01:25:01: Where do you guys feel the expediency of the annexation

01:25:01 --> 01:25:05: process, the communication process with public and they're buying?

01:25:05 --> 01:25:06: And we have their.

01:25:06 --> 01:25:10: Initial conversation with the public, but also how this looks

01:25:11 --> 01:25:15: as going forward to ensure community input and approval like

01:25:15 --> 01:25:18: you said of the, you know the hurdles facing, you

01:25:18 --> 01:25:23: know US versus them scenario of residence versus everybody at

01:25:23 --> 01:25:27: brown dates for what and through that annexation process.

01:25:27 --> 01:25:29: How do you feel that the timeline should?

01:25:29 --> 01:25:32: Go, so again to repeat the question, it's, you know,

01:25:32 --> 01:25:35: what is the annexation timeline look like and how do

01:25:35 --> 01:25:38: you ensure that everybody has a place at the table

01:25:38 --> 01:25:39: and feels that they're heard so.

01:25:39 --> 01:25:40: That they can move.

01:25:40 --> 01:25:43: I would say fairly quickly. We would like to take

01:25:43 --> 01:25:43: that.

01:25:49 --> 01:25:50: She has a lot of.

01:25:52 --> 01:25:54: So I think you know in.

01:25:54 --> 01:25:55: Response. You know we.

01:25:56 --> 01:25:57: Should have it.

01:25:57 --> 01:25:58: Quickly, right?

01:25:58 --> 01:25:59: Which is why we put it.

01:25:59 --> 01:26:03: At the kind of the Monday morning items, but you

01:26:03 --> 01:26:04: know it's.

01:26:04 --> 01:26:05: A tough match to crack.

01:26:24 --> 01:26:27: This community and it's, it's going to be tough, right?

01:26:27 --> 01:26:30: Could be like we mentioned the property tax you.

01:26:30 --> 01:26:30: Know.

01:26:30 --> 01:26:31: Sales tax.

01:26:31 --> 01:26:32: Increase.

01:26:32 --> 01:26:32: Energy.

01:26:34 --> 01:26:35: Other assessments and.

01:26:35 --> 01:26:37: They're just going to have to be additional.

01:26:38 --> 01:26:38: Services.

01:26:39 --> 01:26:39: To this.

01:26:39 --> 01:26:40: Community.

01:26:40 --> 01:26:41: So I mean.

01:26:41 --> 01:26:41: We.

01:26:42 --> 01:26:46: You know aren't recommending any particular funding source.

01:26:46 --> 01:26:47: But I think that.

01:26:47 --> 01:26:48: This is something.

01:26:48 --> 01:26:49: That people need to come to the table and talk

01:26:50 --> 01:26:51: about and figure out how they're.

01:26:51 --> 01:26:52: Going to actually.

01:26:52 --> 01:26:53: Move that forward.

01:26:53 --> 01:26:54: Does anybody want to add on?

01:26:55 --> 01:26:57: Yeah, Mike, down here.

01:26:59 --> 01:27:02: So, and I'm surprised that Steven didn't jump on this

01:27:02 --> 01:27:03: because it's been his thing.

01:27:03 --> 01:27:05: Through the whole? The whole.

01:27:05 --> 01:27:08: Articulation. But clearly, we feel like the annexation needs to

01:27:08 --> 01:27:11: move forward. It's a long pole. You've got to move

01:27:12 --> 01:27:15: on that quickly. But #2, Steven, and maybe you want

01:27:15 --> 01:27:18: to echo this even further than I'm about to say.

01:27:18 --> 01:27:21: The loading of expenses to operate that community on that

01:27:21 --> 01:27:25: community rather than sharing them broadly is a detriment to

01:27:25 --> 01:27:28: affordability. You really got to be thinking through the notion

01:27:29 --> 01:27:29: that.

01:27:29 --> 01:27:32: Those communities, those public services that are provided in town,

01:27:32 --> 01:27:34: get provided in this community.

01:27:35 --> 01:27:36: What he said.

01:27:38 --> 01:27:39: Other questions?

01:27:44 --> 01:27:47: Hi there. My name is David Bond and thank you

01:27:47 --> 01:27:49: very much for the South.

01:27:50 --> 01:27:51: There's been a lot of talk.

01:27:51 --> 01:27:52: About.

01:27:52 --> 01:27:52: How we get?

01:27:52 --> 01:27:55: From here to there the whole development process.

01:27:56 --> 01:27:58: My question.

01:27:58 --> 01:27:59: Is what?

01:27:59 --> 01:28:00: Is that there?

01:28:03 --> 01:28:06: There's no question that the housing constraint.

01:28:07 --> 01:28:10: Yeah, that housing population.

01:28:11 --> 01:28:12: How much?

01:28:15 --> 01:28:16: How much?

01:28:20 --> 01:28:21: Furthermore.

01:28:24 --> 01:28:24: Concentrated.

01:28:29 --> 01:28:29: Block.

01:28:39 --> 01:28:40: Management.

01:28:41 --> 01:28:42: Got this energy.

01:28:42 --> 01:28:42: All the other.

01:28:42 --> 01:28:43: People.

01:28:43 --> 01:28:44: Said so as.

01:28:44 --> 01:28:45: Someone.

01:28:45 --> 01:28:45: Who has?

01:28:46 --> 01:28:47: Retired.

01:28:47 --> 01:28:48: And I love this.

01:28:48 --> 01:28:48: Community.

01:28:49 --> 01:28:50: What will this community look like?

01:28:51 --> 01:28:52: 1015.

01:28:52 --> 01:28:53: Years from now.

01:28:58 --> 01:28:59: Package.

01:29:02 --> 01:29:02: Thank you very.

01:29:02 --> 01:29:03: Much.

01:29:05 --> 01:29:07: So the question is, you know, what does it look

01:29:07 --> 01:29:08: like in 10 or 15 years?

01:29:08 --> 01:29:10: From now, would it, you know how will the community?

01:29:10 --> 01:29:13: Dynamics change. I'm going to hand it over.

01:29:13 --> 01:29:14: To.

01:29:14 --> 01:29:14: One of the.

01:29:54 --> 01:29:57: There's a great answer in my review of the of

01:29:57 --> 01:30:00: the Brown Ranch plan. As an urban planner, I think

01:30:00 --> 01:30:04: the beauty of it is, is the new community is

01:30:04 --> 01:30:06: going to look like the existing community.

01:30:07 --> 01:30:11: And I think one of the really smart ways that

01:30:11 --> 01:30:14: the that the advocates of the plan, the White DHA

01:30:14 --> 01:30:18: have characterized is that they're not just saying.

01:30:18 --> 01:30:18: That there.

01:30:18 --> 01:30:21: Would be this kind of X block and this kind

01:30:21 --> 01:30:22: of Y block.

01:30:54 --> 01:30:56: OK. Jason, do you want to have?

01:30:56 --> 01:30:56: Any.

01:30:58 --> 01:30:58: Online.

01:30:58 --> 01:30:59: OK.

01:30:59 --> 01:31:02: I give it to Rosie, then stay online.

01:31:04 --> 01:31:04: So this question.

01:31:04 --> 01:31:05: Here from online.

01:31:05 --> 01:31:06: It's.

01:31:06 --> 01:31:09: More for why we might not have any answer right

01:31:09 --> 01:31:11: now, which is totally fine, but.

01:31:11 --> 01:31:12: Obviously wanted to pass.

01:31:12 --> 01:31:13: It along.

01:31:13 --> 01:31:14: And that.

01:31:14 --> 01:31:14: Is.

01:31:14 --> 01:31:15: Whether why we.

01:31:16 --> 01:31:19: Plans as part of Atlanta as part of the project

01:31:19 --> 01:31:19: Finance and.

01:31:19 --> 01:31:20: Structure.

01:31:20 --> 01:31:22: Or because of the agreement.

01:31:26 --> 01:31:27: Actually, yeah.

01:31:31 --> 01:31:31: So.

01:31:32 --> 01:31:32: We have.

01:31:32 --> 01:31:33: A question.

01:31:33 --> 01:31:36: About whether we can tell us yet, we have flexibility

01:31:36 --> 01:31:37: to do that.

01:31:39 --> 01:31:41: However, I think over.

01:31:41 --> 01:31:43: Here today is that we want to maintain.

01:31:44 --> 01:31:46: As much control as absolutely possible.

01:31:47 --> 01:31:48: And execute the vision.

01:31:48 --> 01:31:49: So.

01:31:50 --> 01:31:51: When we, we use.

01:31:51 --> 01:31:53: We choose to sell land.

01:31:54 --> 01:31:57: There would be some tail to that that would.

01:31:57 --> 01:31:59: Maintain the vision or maintain the affordability.

01:32:00 --> 01:32:01: So that's what community.

01:32:03 --> 01:32:06: Really agreements come in or for sale products and.  
01:32:06 --> 01:32:07: Then.  
01:32:09 --> 01:32:10: Related to.  
01:32:13 --> 01:32:14: Like to wear.  
01:32:18 --> 01:32:19: We're going to use that.  
01:32:19 --> 01:32:19: Line.  
01:32:20 --> 01:32:21: Yeah, keep using it.  
01:32:24 --> 01:32:24: Hi.  
01:32:28 --> 01:32:31: That one I guess it's more of a comment or  
01:32:32 --> 01:32:33: request of panel.  
01:32:34 --> 01:32:36: And that is I think in any.  
01:32:36 --> 01:32:38: Community people can find a lot of.  
01:32:38 --> 01:32:42: Things wrong with the plan or wrong with approach, wrong  
01:32:42 --> 01:32:43: the strategy and.  
01:32:44 --> 01:32:48: Kind of spreads from this information and everything else I  
01:32:48 --> 01:32:50: think one of the compelling.  
01:32:51 --> 01:32:52: Pieces of your report.  
01:32:52 --> 01:32:53: Your final choice.  
01:32:54 --> 01:32:54: Could be.  
01:33:24 --> 01:33:28: Amended repeat that because after those online and and the  
01:33:28 --> 01:33:31: comment was in in the report and we do have  
01:33:31 --> 01:33:35: things through the parks we have done significant proposed  
component  
01:33:35 --> 01:33:38: of the narrative already is what have what does the  
01:33:38 --> 01:33:42: Community look like and what do you lose in terms  
01:33:42 --> 01:33:45: of that authenticity and and that Community feel if in  
01:33:45 --> 01:33:48: fact this isn't done. So thank you for that and  
01:33:48 --> 01:33:50: it is something we have.  
01:33:50 --> 01:33:51: Noted, and we are.  
01:33:51 --> 01:33:54: We are very specific comments. I don't know where, what  
01:33:54 --> 01:33:54: places.  
01:33:54 --> 01:33:59: Look like when the affordability component and that that  
authenticity.  
01:35:20 --> 01:35:20: Family.  
01:35:20 --> 01:35:21: Composition.  
01:35:22 --> 01:35:23: Actors.  
01:35:25 --> 01:35:28: But I think that these are principles that I ran  
01:35:28 --> 01:35:29: in the equity.  
01:35:29 --> 01:35:29: Statement.  
01:35:29 --> 01:35:33: That the Housing Authority, they will continue to evolve and  
01:35:34 --> 01:35:36: continue to hopefully solicit.  
01:35:36 --> 01:35:36: Community.  
01:35:36 --> 01:35:37: Feedback.



01:35:37 --> 01:35:38: Into this.  
01:35:38 --> 01:35:41: You can't do everything for a project and you've got  
01:35:41 --> 01:35:44: a balance to the needs of people will really lose  
01:35:44 --> 01:35:47: it such in their housing. And you better recognize that  
01:35:47 --> 01:35:50: you know part of the workforce that they're simply not  
01:35:50 --> 01:35:53: housing in town and the notion that they could.  
01:38:02 --> 01:38:03: So we're back on. So go ahead and then I'm  
01:38:03 --> 01:38:04: going to.  
01:38:04 --> 01:38:04: 1.  
01:38:04 --> 01:38:05: More.  
01:38:06 --> 01:38:08: You know, for us to come to town and to  
01:38:08 --> 01:38:11: weigh in on the immense amount of research that went  
01:38:11 --> 01:38:14: into the current recommendations of the plan would be kind  
01:38:14 --> 01:38:14: of crazy.  
01:38:15 --> 01:38:16: So you know.  
01:38:16 --> 01:38:19: And I wouldn't get I I think you the the  
01:38:19 --> 01:38:19: plan.  
01:38:19 --> 01:38:22: Needs to live, needs to move on. You'll do more  
01:38:22 --> 01:38:26: homework on that in there and determine that yes, the  
01:38:26 --> 01:38:30: national home ownership average is 70% owner of 30%  
rental,  
01:38:30 --> 01:38:33: give or take. You know this isn't necessarily set up  
01:38:33 --> 01:38:36: to match the national averages, it's set up to deal  
01:38:36 --> 01:38:38: with the workforce.  
01:38:38 --> 01:38:39: You need to keep that in.  
01:38:39 --> 01:38:39: Mind.  
01:38:41 --> 01:38:44: Thank you and thanks for to all those who are  
01:38:44 --> 01:38:47: sitting online because the Wi-Fi band issues, we are going  
01:38:47 --> 01:38:50: to actually cut off the online. Thank you for being.  
01:38:50 --> 01:38:51: Here, thank you for your really.  
01:38:51 --> 01:38:55: Thoughtful questions. And with that, we're going to close off  
01:38:55 --> 01:38:55: the online.  
01:38:55 --> 01:38:56: Portion of this.

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