

# 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

receive

00:04:08 --> 00:04:10: probably in a couple of months.

00:04:10 --> 00:04:12: I looked at you on live panels for sure.

00:04:15 --> 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

00:04:36 --> 00:04:39: materials. We were also tasked with looking at the strategy

00:04:39 --> 00:04:43: and funding capacity. How would the young Valley Housing

00:04:43 --> 00:04:45: Authority

00:04:43 --> 00:04:45: work best with the private sector?

00:04:46 --> 00:04:49: And then finally, what kind of stewardship and governance?

00:04:50 --> 00:04:51: Practices.

00:04:51 --> 00:04:52: Could be put in place.

00:04:52 --> 00:04:56: So that the sustainability and the affordability of the project

00:04:57 --> 00:04:59: would maintain over its long duration.

00:05:04 --> 00:05:07: So First off, I want to thank the Amber Valley

00:05:07 --> 00:05:09: Housing Authority for inviting us in.

00:05:10 --> 00:05:12: It's been a great week and we're really grateful. I

00:05:12 --> 00:05:14: also want to make a special.

00:05:14 --> 00:05:15: Note to thank.

00:05:15 --> 00:05:18: Some of our ULI executives and and members who live

00:05:18 --> 00:05:22: in the community and are very supportive in the Colorado

00:05:22 --> 00:05:26: region. That includes Patrick Phillips, Randy Grove, Tom

00:05:26 --> 00:05:27: Toomey and

00:05:26 --> 00:05:27: Jim de Francia.

00:05:33 --> 00:05:35: I also want to thank all of you in the

00:05:35 --> 00:05:39: Community for those who came on Tuesday, on Monday,

00:05:39 --> 00:05:42: Tuesday

00:05:39 --> 00:05:42: we we met with about 120 of you. So it

00:05:42 --> 00:05:45: was an all day affair and we heard a lot.

00:05:50 --> 00:05:52: And I want to thank the Ulot panelists who are

00:05:52 --> 00:05:53: also here.

00:05:53 --> 00:05:56: We have come from all over the country, as you

00:05:56 --> 00:05:56: note.

00:05:57 --> 00:06:00: I'll let each of each one describe their jobs,

00:06:00 --> 00:06:03: when they get, when they present. And I also want

00:06:03 --> 00:06:05: 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  
development  
00:11:56 --> 00:11:59: plan put forth and some of the things that have  
00:11:59 --> 00:12:02: been bandied about in the newspaper and so elsewhere,  
about  
00:12:02 --> 00:12:02: cost.  
00:12:03 --> 00:12:05: It does sound big daunting.  
00:12:07 --> 00:12:09: But the reality is, is that.  
00:12:11 --> 00:12:14: This is only one solution to a bigger problem and  
00:12:14 --> 00:12:15: this particular.  
00:12:16 --> 00:12:19: Program at Brown Ranch is going to roll out over  
00:12:19 --> 00:12:22: many, many years. So you will not feel that significant  
00:12:22 --> 00:12:27: impact on your community. The infrastructure will be  
developed over  
00:12:27 --> 00:12:30: you know 17 years. That is a longer period of  
00:12:30 --> 00:12:33: time. People will be moving in over that time period.  
00:12:33 --> 00:12:36: So it is an ambitious multi year project. It won't  
00:12:36 --> 00:12:37: happen overnight.  
00:12:38 --> 00:12:40: So we don't want you to get hung up on  
00:12:40 --> 00:12:40: the numbers.  
00:12:41 --> 00:12:44: It will happen, and there are ways to make it  
00:12:44 --> 00:12:47: happen. You're doing an exceptional job here. You've  
identified the  
00:12:47 --> 00:12:49: questions you need to ask.  
00:12:50 --> 00:12:52: You're doing the heavy lifting now to make sure it's  
00:12:52 --> 00:12:55: done right and putting in place a structure to execute  
00:12:55 --> 00:12:56: on that affordability plan.  
00:12:57 --> 00:13:01: Development is an iterative process. Rarely does the initial  
vision  
00:13:01 --> 00:13:05: ultimately reflect what happens when you're all done.  
00:13:07 --> 00:13:10: The next phase you're entering into will entail a lot  
00:13:10 --> 00:13:11: of study.  
00:13:14 --> 00:13:16: We've got a long road ahead, but I'm going to  
00:13:17 --> 00:13:19: hand it over to Mike to talk about the next  
00:13:19 --> 00:13:20: 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 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, 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 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 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 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

00:17:36 --> 00:17:38: business. 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

00:17:48 --> 00:17:52: makes 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

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

00:18:12 --> 00:18:14: and 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  
00:30:33 --> 00:30:37: to be dealing with factors like you mentioned, some of  
00:30:37 --> 00:30:40: them civil storm and drainage. How do you manage to  
00:30:40 --> 00:30:43: know how are you going to manage your water geotechnical  
00:30:43 --> 00:30:46: from some of the stuff we heard from some of  
00:30:46 --> 00:30:50: the individuals interviewed. So conditions are pretty varied  
here and  
00:30:50 --> 00:30:52: even though you do a ton of boring.  
00:30:52 --> 00:30:55: I see Ed back there in the excavation, you can  
00:30:55 --> 00:30:58: see that you're going to discover stuff that you didn't  
00:30:59 --> 00:31:01: anticipate. So you need a team, all levels board.  
00:31:02 --> 00:31:02: Developer.  
00:31:03 --> 00:31:06: Leader under the vision to be able to tackle those  
00:31:06 --> 00:31:11: challenges as they present themselves and make you know,  
informed  
00:31:11 --> 00:31:14: and educated decision so that you can keep things like  
00:31:14 --> 00:31:18: cost and schedule and safety. You know and and also  
00:31:18 --> 00:31:22: managing your risk right. So everything supports on the  
foundation  
00:31:22 --> 00:31:23: of the dirt.  
00:31:23 --> 00:31:27: So in our experience, you know by putting that work  
00:31:27 --> 00:31:32: in up front, you really position yourself to manage through  
00:31:32 --> 00:31:37: those potential challenges and complex decisions that need  
to be  
00:31:37 --> 00:31:41: made in an effective way and hopefully you can avoid  
00:31:41 --> 00:31:44: things like increased cost and delays and.  
00:31:45 --> 00:31:48: And for, you know, God forbid, litigation, which can often  
00:31:48 --> 00:31:52: happen. So the foundation, the paths, those all support the  
00:31:52 --> 00:31:54: housing, which is what we're here ultimately.  
00:31:54 --> 00:31:55: For.  
00:31:56 --> 00:31:57: This.  
00:32:02 --> 00:32:02: Sorry.  
00:32:06 --> 00:32:10: So now let's talk vertical. I've worked in the remote  
00:32:10 --> 00:32:15: mountain regions, Truckee, CA, Flagstaff, AZ and I know the  
00:32:15 --> 00:32:20: challenges of attracting labor force and resources in those  
locations,  
00:32:20 --> 00:32:25: especially the added difficulty of just scale and weather and  
00:32:25 --> 00:32:30: managing through that. So one of the recommendations that  
we're  
00:32:30 --> 00:32:30: making is.  
00:32:31 --> 00:32:31: To really explore.  
00:32:31 --> 00:32:35: Reasonable options to implement off-site construction  
wherever you can.  
00:32:35 --> 00:32:38: 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  
technology  
00:37:03 --> 00:37:06: and that these could be relocated or maybe sold even  
00:37:06 --> 00:37:09: to some of the lower income people to replace maybe  
00:37:09 --> 00:37:13: more aging or obsolete product in the mobile home parks.  
00:37:13 --> 00:37:17: You've got that resource here. Those things are continuing  
probably  
00:37:17 --> 00:37:20: to degrade. I've owned mobile home parks, I understand so.  
00:37:20 --> 00:37:24: Again, being strategic, I think most important about this  
strategy  
00:37:24 --> 00:37:26: is that it allows us to do a dry run  
00:37:26 --> 00:37:29: on several of these ideas and strategies that are smaller,  
00:37:30 --> 00:37:31: low risk level we can start.  
00:37:59 --> 00:38:00: And in the community.  
00:38:00 --> 00:38:00: And.  
00:38:00 --> 00:38:01: Economic development.  
00:38:02 --> 00:38:05: In place for small ski town in California.  
00:38:06 --> 00:38:06: That.  
00:38:06 --> 00:38:09: Sierras and so.  
00:38:09 --> 00:38:09: I.  
00:38:09 --> 00:38:10: Understand.  
00:38:10 --> 00:38:11: What it's?  
00:38:11 --> 00:38:11: Like to live this?  
00:38:11 --> 00:38:12: City town.  
00:38:12 --> 00:38:15: And we have similar issues and Mammoth Lakes with.  
00:38:15 --> 00:38:17: Housing, childcare, kind of a lot of the things that  
00:38:17 --> 00:38:17: we.  
00:38:17 --> 00:38:19: Have from the community.  
00:38:20 --> 00:38:20: We.  
00:38:20 --> 00:38:21: Also have similar.  
00:38:21 --> 00:38:22: Issues with capacity.  
00:38:22 --> 00:38:23: And I think 1.  
00:38:23 --> 00:38:24: Of the things that.  
00:38:24 --> 00:38:25: This panel heard and we've got here.  
00:38:25 --> 00:38:28: Was capacity, capacity capacity, right?  
00:38:29 --> 00:38:31: Across the board and.  
00:38:31 --> 00:38:34: That was one of the first things you wrote down  
00:38:34 --> 00:38:37: on our tax in the room. So in end of  
00:38:37 --> 00:38:41: life we're also building a similar project, a smaller scale.  
00:38:41 --> 00:38:42: 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  
probably  
00:53:13 --> 00:53:17: ran 1000 different models and it changed every month.  
00:53:18 --> 00:53:18: It's a.  
00:53:18 --> 00:53:20: Constant model process.  
00:53:20 --> 00:53:20: That.  
00:53:20 --> 00:53:23: You have to do to essentially take what it's costing  
00:53:23 --> 00:53:24: to build the project and.  
00:53:25 --> 00:53:27: Balance that with at the end of the day, who  
00:53:27 --> 00:53:29: do you want to be affordable to and how do  
00:53:29 --> 00:53:30: you get there?  
00:53:30 --> 00:53:33: 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  
00:53:46 --> 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.  
00:53:59 --> 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: AMI'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: AMI, 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  
01:11:23 --> 01:11:27: yet aligned fee developer will be important for you.  
01:11:28 --> 01:11:31: The affordability of the plan needs to be expanded to  
01:11:32 --> 01:11:34: include people who aren't currently in the mix.  
01:11:36 --> 01:11:38: Approaches to vertical construction.  
01:11:38 --> 01:11:38: Should.  
01:11:38 --> 01:11:40: Include things like modular.  
01:11:41 --> 01:11:45: And you know, diversity and housing typologies which you've  
already  
01:11:45 --> 01:11:48: looked at, should be really executed on. And I think  
01:11:48 --> 01:11:49: the one key that.  
01:11:49 --> 01:11:49: We.  
01:11:49 --> 01:11:54: Haven't perhaps hammered home enough. Maybe is those  
financing tools  
01:11:54 --> 01:11:56: are really going to be complex.  
01:11:56 --> 01:11:58: And having a team help you with that is going  
01:11:59 --> 01:11:59: to be.  
01:11:59 --> 01:12:00: Crucial.  
01:12:00 --> 01:12:02: I want to move to the next slide.  
01:12:04 --> 01:12:07: So for you.  
01:12:07 --> 01:12:10: At the AMPA Valley Housing Authority, this is very specific  
01:12:10 --> 01:12:10: to.  
01:12:10 --> 01:12:11: You.  
01:12:11 --> 01:12:13: In terms of the messaging?  
01:12:14 --> 01:12:17: One of the interesting things that we found in walking  
01:12:17 --> 01:12:20: through the community, we ask people just when we were  
01:12:20 --> 01:12:23: out, what do you know about Brown Ranch? There's a  
01:12:23 --> 01:12:25: missing cohort, 25 to 40 year olds.  
01:12:26 --> 01:12:27: No idea.  
01:12:28 --> 01:12:32: Interesting, right? Because they're probably the ones who  
are most  
01:12:32 --> 01:12:36: impacted. So that's a cohort we would really encourage you  
01:12:36 --> 01:12:39: to focus on. So publicize the need broadly for affordable  
01:12:39 --> 01:12:43: housing, make everybody know that this is a problem in  
01:12:43 --> 01:12:44: the community.  
01:12:45 --> 01:12:48: And also talk about what happens if you take no  
01:12:48 --> 01:12:48: action.  
01:12:49 --> 01:12:52: What you will lose in terms of character and authenticity.  
01:12:55 --> 01:12:58: You know, combat, the line of thinking, we worked hard,  
01:12:58 --> 01:13:00: why don't they need to work hard? I can tell  
01:13:00 --> 01:13:03: you this morning I talked to somebody at our hotel.  
01:13:03 --> 01:13:06: 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

01:15:20 --> 01:15:22: messaging

01:15:22 --> 01:15:25: to that 25 to 40 year old cohort and articulate

01:15:25 --> 01:15:26: that construction phasing what it looks like.

01:15:26 --> 01:15:29: Those kinds of things.

01:15:29 --> 01:15:33: And I would, we would really recommend that you create

01:15:33 --> 01:15:36: a capital advisory team to look at these different financing

01:15:36 --> 01:15:39: mechanisms, OK. We're going to give you the first quarter

01:15:39 --> 01:15:40: of next year in those ones we say completed infrastructure

01:15:40 --> 01:15:41: and site development.

01:15:41 --> 01:15:42: 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

01:15:58 --> 01:16:00: quarter and

01:16:00 --> 01:16:02: then we'll help you sort of move beyond that. So

01:16:02 --> 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  
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

01:18:15 --> 01:18:18: and one of the main aspects of that recommendation is

01:18:19 --> 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

01:33:35 --> 01:33:38: 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

01:33:54 --> 01:33:59: 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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