

## **Executive summary**

For the last twenty years, the Grand County community has had a clear vision for a centralized business and resource hub—a co-located building— that includes health and human service nonprofits, government agencies, and healthcare organizations. This vision is expansive: a hub could also have community space, businesses, a commercial kitchen, and other rentable space. It could remarkably benefit the local economy and improve service reach and resource sharing.

With the leadership of the Grand County Rural Health Network (the Network) and its partners, this vision has come close to reality, thwarted only by timing but not by lack of demand or resolve. The Network renewed this effort in 2023 and, with its consulting partner, the Steadman Group, launched work from August through October 2023, including focus groups, the development of a feasibility framework, communications planning, stakeholder meetings, and a stakeholder survey. This report is the result of that work.

The two focus groups expressed their need for an extensive range of health and human services, with a priority on behavioral health services, including mental health and substance use disorder supports. They want a welcoming building with affordable services and amenities such as appointment privacy, community space, and childcare. They also agreed that the ideal hub location would be in Granby, with a satellite location in Kremmling.

Stakeholder engagement meetings with government officials, service providers, and community members provided important insights. The consensus critical issues were initial access to capital and long-term funding, a business plan with concept clarity, and an ownership and management structure. They had an enthusiastic expectation for strengthened connections between service providers, businesses, and the community, and innovation of new approaches, as well as economic benefits from business incubation, job creation, strengthened employee recruitment, retention, and job satisfaction. They also recognized the need for government support.

Stakeholder survey results strongly support a centralized business and resource hub in Granby, with a potential satellite location in Kremmling. Some survey respondents are concerned about the project's financial feasibility and how it will be funded, including that it is not funded through new taxes. Respondents want a wide range of services, with health and human services, mental health and substance use disorder supports, and housing services topping the list. Most respondents want to take a specific active role and continue to be engaged in the planning and creation of the building.

Based on these findings, the Steadman Group recommends actionable, feasible, and immediate next steps, including:

1. Facilitating and codifying organizational and individual commitments
2. Conducting a feasibility study
3. Developing a business plan
4. Creating a fundraising plan
5. Continue to regularly engage the community and stakeholders