

## 2010 Goals and Priorities submitted by Council Members

### 2010 Goals and Priorities - Suzy Ageton

With the exception of my first goal, my suggestions are not prioritized.

- Address the Long-Term Financial Health of the City

As in 2008 and 2009, my top priority is to continue to develop a comprehensive, long-term financial plan which is : 1) sustainable, 2) geared to stabilizing and enhancing revenues and, 3) focused on streamlining and leveraging City services. I favor the “priority based” budgeting approach which Jane has initiated but believe we need to do more to address some fundamental sources of revenue instability within the City’s budget and economic structures such as earmarking, sunset provisions and the relative absence of value retail within the City.

We should continue to rely upon the analyses and recommendations from the initial Blue Ribbon Commission (BRC) but update them to reflect the changed economic and budgetary conditions facing the City. Special attention should continue to be directed to addressing the Identified Critical Deficiencies highlighted by the BRC. The current work of the second BRC regarding efficiencies and cost-savings efforts, due in the first quarter of this year, will inform our efforts to prioritize City programs and services.

I would like the Council to play a greater role in this process through the Council Budget committee, the Economic Vitality efforts and/or a special Council task force. I think we need to be more centrally involved in the development of solutions, rather than just respond to options that are brought to us.

- Elevate Focus on Human Services

There is little debate that we are in the worst economic crisis in our lifetimes, and that it is likely to continue, especially with very high unemployment into 2010 and beyond. Boulder has been spared the worst of this downturn in part due to the livability of the community which has helped to keep our housing and land values fairly stable. In addition, having a significant portion of our local economy tied to the University and to a number of federal facilities has made us less vulnerable to the disruptions in the market.

Nonetheless, many of our local service providers are reporting substantially higher demand for all kinds of social services from emergency housing to food to health & child care. These are clear indicators that a growing number of our residents are struggling to take care of themselves and their families. Further, most current economic analyses suggest that the climb out of this recession will be slow and that unemployment is likely to remain high especially among minority populations.

There are a number of efforts I would like us to consider in response to this clear need in our community.

1. In the 2010 budget, direct a portion of the new “de-brucing” funds to the Human Services Fund to expand its capacity to address the burgeoning needs.

2. Use the update to the BVCP to re-think and enhance our commitment to human services, especially under crisis situations (see Section 8).
  3. Re-focus our efforts under the Community Sustainability model to job creation initiatives and other efforts to address social equity concerns.
  4. Re-assess our housing strategies to clarify our goals and ensure that our efforts are designed to meet those goals.
- Enhance Council Deliberations

I continue to believe that the community is not well served by a governing structure that does not permit any issues no matter how sensitive or confidential to be discussed by the full Council except in a public session. During my tenure on Council, we have had several occasions, e.g., the Lakewood Pipeline Settlement, personnel matters and most recently the purchase of 6400 Arapahoe Ave., where our inability to deliberate as a body caused confusion, errors, inefficiencies and/or money.

While the community indicated in 2008 that it was not ready to accept executive sessions for all the issues permitted under the Colorado Open Meetings Act, I would like the Council to consider a more tailored proposal. Why not propose such sessions for the issues that our experience has shown are most likely to be negatively impacted or incomplete in the absence of full Council deliberations? I would suggest that these issues include personnel matters (i.e., hirings, firings and annual evaluations) and real estate transactions. Proposing executive sessions for these limited issues, the former of which most recognize from personal experience as sensitive, often with confidential information, and the latter still fresh in our minds from the concerns about the 6400 Arapahoe purchase, will allow the City to test the value of executive sessions in two narrow areas.

I would like the Charter committee take up this issue and bring it forward to Council and the community for consideration. No change can be made without an affirmative vote of Boulder electors, but I continue to believe that this issue is of sufficient merit to warrant further assessment.

- Revitalize “the Hill” Area

This area along with the University constitute one of the three major activity centers in the City as identified in the Boulder Valley Comprehensive Plan. This is a critical economic and social center for our community, as well as a gateway impacting both the University and the surrounding neighborhood. The decline of this area and need for renewal have been discussed for years, with the previous Council committing to the establishment of a work plan by June of 2009 but absolutely no later than 2010. We need to engage all relevant stakeholders, build upon the existing surveys/data analyses and plans, and move to create a comprehensive plan to re-design and revive this vital part of our community.

In closing, I would note that there are a number of critical projects and initiatives currently underway which I strongly support. Among the most important of these are the following:

- TVAP (though we may need to rethink aspects of this given the FasTracks revenue constraints)

- Zero Waste Initiative
- Boulder Valley Comprehensive Plan Update
- West Trail Study Area process
- State legislative goals especially enabling legislation for community solar gardens and changes to mobile home parks' tenants & owners' rights
- Climate Action Plan
- Mapleton School Early Childhood project
- US 36 multi-modal transportation improvements
- Xcel franchise negotiations
- Regional Fire Training Center
- Red Oak Park development (formerly Boulder Mobile Manor)
- Update of the Downtown Urban Design Guidelines, especially re: south side of Canyon

### **2010 Goals – Matt Appelbaum**

Here's my very quick take from India. These are in no particular order, and obviously there are way more than five specific items, although many of them are already on the work plan -- I just want to make sure we get them done in my lifetime (at least on council). That said, I'd put some priority on creating a sustainable budget, RECO/CECO, moderate-income housing, and citywide sustainable streets and centers, and creating a realistic and effective TMP.

-- budget/revenue: really create a long-term, sustainable budget taking into consideration BRC II; budget for "outcomes;" support CM's changes to employee compensation; figure out which, if any, new/modified revenue sources we should put on the ballot

-- CAP: continue aggressive approach; continue to tighten building codes; implement RECO/CECO, including dealing with rentals; either get Xcel to fully implement smart-grid or give it up as a city priority; continue legislative/PUC efforts re Valmont, community solar

-- housing: continue to fix/revise inclusionary zoning regs -- but also take a fresh look at how to provide market-rate moderate income housing (not just ADUs); try to protect Orchard Grove; take a fresh look at ADUs, OAU's and all the other "U"s we can think of and decide whether these really serve our needs and how to modify them to work better

- planning: fully complete, city-wide, the sustainable streets and centers project; complete the downtown density revisions; update downtown design guidelines; (I'd of course love to pretty much start over on the completely uninspired, mushy-goaled, misnamed Transit Village, but I suspect I'm still alone on this)

-- transpo: take a fresh look at what really works and is cost-effective, given very limited funds and reduced RTD funding; create a TMP "action" plan that we can afford and that will really improve mobility and decrease VMT (considered regionally)

-- economic vitality: what difference could the city really make here with both employment and retail beyond continuing our current efforts?; make a very serious effort to work with CU on a conference facility; create incentives for redevelopment of the Hill (but not based on New Hill's vision) and other "underperforming" areas, including, yet one more time, Diagonal Plaza

-- beyond Boulder: continue/increase our strong efforts at regional/state/national programs/legislation; keep fighting for US 36 BRT as our top regional priority;

-- as we previously discussed, come back to the unresolved issues we raised during our study session on Boards and Commissions. If there isn't time for this at the retreat, that's fine so long as CAC schedules time for it soon after.

-- I think we need at least a short discussion, with the attorney, on the rules regarding when/if/how councilmembers can chat, with particular reference to "sequential meetings" and "discussions" on Hotline.

-- I'd like us to spend some time talking about how the city negotiates with outside parties, and how/if/when the council gets into the picture. I'm not thinking about the Xcel franchise, but more specifically about our purchase of 6400 Arapahoe, Open Space purchases, the Crestview East annexation, and the Silver Lake Ditch. Regardless of how one feels about how those turned out, my concern is that council often gives staff little if any guidance, the final product sometimes includes unexpected "policy" changes (e.g., trading off affordable housing for energy efficiency in Crestview) or costs (6400 Arapahoe) -- and council really has no effective way of changing anything at the end since it's a "done deal." I think there must be a better way and I have a few ideas -- but council needs to discuss this as a whole.

### **2010 Goals and Priorities – KC Becker**

Here are my suggestions for Council's priorities in 2010. For the most part, I'm not listing things that are already council priorities or on the work plan of various departments.

#### 1. Redevelopment of University Hill.

This has been on the table for a long time and it seems promises keep being made that Council will focus on University Hill, but it doesn't happen.

#### 2. Council Structure and Election

I'd like us to undertake a full review of our structure of government. Right now we have 9 at-large council members who create policy for the city and a city manager who runs the city. Is that the right model for us still? Past city councils have tried to increase pay as a way to address the imbalance between the hours and commitment required of council members and the low pay, but this attempt only nibbled at the problems we need to address. We need a more comprehensive look at our city structure and how we elect council. Should council members be elected differently? How do we provide citizens the access they want to council members without making city council a full time job? Or should it be a full time job? How do we attract a more diverse candidate pool to run for city council? Should city council members be doing as much as they are? If not, how do we correct for that? If so, how do bring the responsibilities in line with the compensation? Do we delegate more? Take on less?

#### 3. Parks

I'd like to see City Council look at the state of our local parks and look for opportunities for improvement, whether that be through capital improvements, better programming or amenities, or adding parks to under-served areas.

#### 4. Affordable Housing

The last city council initiated a review of our affordable housing program. I think it's an important priority and should continue. However, I'd like to see the final phase of the review be more community-driven. A lot in the housing world has changed in the past 2

years, and we need affordable housing providers, administrators, and advocates to tell us what is working and what needs to change.

5. Opportunities for local agriculture What can the city do to encourage more opportunities for local agriculture? We need to seriously think about the potential for this as we begin to explore climate adaptation strategies.

6. Franchise Agreement with Excel and Municipalization This is an ongoing priority that the city has been working on diligently. However, as discussions drag on, we will have to think about how we move forward if Excel won't agree to some of our priorities for addressing climate change. Do we have a strategy in this regard? If not, 2010 may be when we have devote significant time to coming up with one.

#### 7. Medical Marijuana

Council fast-tracked this last November with an emergency ordinance that addresses zoning issues as they relate to medical marijuana. There is a lot more that we will need to quickly address. Many questions need to be addressed by the state legislature, but there is still a lot that will be left to local control and governance. We need to understand what our role is, how extensively we want to (and can) regulate. We must provide our community, the providers, and the patients clear rules so that everyone is in the best position to know and follow the law. Maybe it goes without saying that this is a Council priority, but I want to make it explicit.

Along these same lines, I'd like to prioritize the zoning for sexually oriented business on the agenda for planning staff. I don't think we should wait for some potentially controversial use review before finally addressing this issue. It's a basic city land use question that has gone unattended in Boulder for too long.

There are 2 things I'd like to see us discuss at the retreat which aren't "Council priorities" but do deserve the time and attention of council. The first sort of ties in with my suggested review of city council structure and elections. That is, I'd like to have a general discussion regarding city staff workloads. Directly and anecdotally I have heard of many city staffers who routinely put in 60-70 hours per week. City Council needs to be aware of the work load we create for city staff. I'm not suggesting that we tell city managers how to manage their workloads; I'm saying that we need to understand the workloads that we as a council create and whether we are negatively impacting quality of life for our employees or retention rates.

I'd also like at least an hour of the retreat to include inclusivity training for Council. City council members and meetings should be accessible and welcoming to all types of people with all types of backgrounds, interests, and goals. I think we could use an hour of training to help us create a more welcoming council.

### **2010 Goals and Priorities - Macon Cowles**

#### **Proposal for Shared Goals—Major effort requiring Concurrence of other Councilors in order to pursue major items**

##### **1. Complete Revenue Stabilization Work**

- a. Continue the Work of BRC-I and review the recommendations of BRC-II,

- presumably implementing a number of them
- b. Cut costs of providing City Services where we can
- c. Consider additional revenue and impact fee measures that should be put before the voters

## **2. Climate Action Plan**

- a. Continue to aggressively implement the CAP in order to achieve the Kyoto goal
- b. Residential and Commercial Energy Conservation Ordinances
- c. Fully exploit the creation of green jobs and economic vitality that will spring from the implementation of the CAP
- d. Measure GHG's attributable to food that is consumed in Boulder and include mitigation of such in the CAP—this particularly refers to the distance that most food travels before being consumed in the City.
- e. Determine what to do in the face of Xcel's disappointing implementation to date of the Smart Grid?

## **3. Waste Reduction and Diversion Rates**

- a. Take steps to increase diversion rates.
- b. Consider City action that can reduce trash and recycling costs of Boulder residents and businesses

## **4. Community Planning and Sustainability**

- a. Comprehensive review of housing that puts Homes First
  - i. Address the need to preserve the housing and community found at Orchard Grove
  - ii. Complete the review of Affordable Housing
  - iii. Take steps needed to increase market rate moderate income housing and affordable housing by changes to land use regulations
    - 1. ADU's, OAU's, duplexes and other means of achieving such.
    - 2. Review occupancy limitations, to understand their effect on increasing the price of housing
- b. Complete the review of density bonuses downtown
- c. Reform the Downtown Design Guidelines
- d. Revitalization of University Hill
  - i. Establish a Uni Hill sanitation district as suggested by the UH Management Commission and supported by UHNA
- e. Continue Sustainable Streets and Centers Work
- f. Complete the Tree Ordinance—at the end of which we will have standards for the planting and health of street trees City wide
- g. Thorough Review the Transit Village Area Plan
  - i. Is the TVAP still where we want to go?
  - ii. How can we make it better in light of the changed reality of regional transportation funding
- h. 2010 Update of the Boulder Valley Comprehensive Plan
  - i. Envision Boulder (as outlined in my Hotline of December 4, 2009)—a community wide self-critical analysis and planning review
    - 1. A comprehensive look at Boulder--what we have, what we love, what we lack, what we need, and what we must do in the face of climate change, population growth, and a distressed economy and stressed families.

2. Boulder has the opportunity to envision a future that is more sustainable, more vital, lively and interesting, more inclusive and more resilient. But what will it take to make this vision a reality?

3. The Planning Board recommended that we do this in its letter to Council of December 19, 2007 as follows: “**Public Dialogue Concerning the Future of Boulder.** Looking forward to the future, we need to recognize that through redevelopment, Boulder is growing and changing at a rate that has raised public debate over whether our current direction is consistent with the expectations and desires of the City’s current residents. The Transit Village will further grow the City. Questions have been raised concerning whether our transportation systems, community character, and jobs-housing imbalance (among other things) are being positively or negatively affected by current redevelopment trends. These issues deserve study. We need to assess whether Boulder’s current redevelopment is consistent with the desires of the community, perhaps through a process that would inform the next major update to the comprehensive plan.”

ii. Brochure and Website promotion of the City’s Dark Skies Ordinance (2003)

#### **5. Social Sustainability**

a. Gay Marriage: commission a review by the City Attorneys office of what can be done at the City level to secure this important right for Boulder residents.

#### **6. Study unmet needs and how they can be achieved, perhaps with a ballot initiative and revenue measure that will support a combination of the following, and perhaps others:**

- a. Affordable Housing
- b. The Arts
- c. Conference Center
- d. Economic Vitality
- e. Libraries
- f. Parks and athletic facilities
- g. Transportation

#### **Additional Work and Study**

- 1. Cable Franchise Research
  - a. Put together a citizen group to study and make recommendations about how the provision of internet and cable services can be made less expensive for consumers.
- 2. Localization and Resiliency—Agriculture and Food
  - a. Sponsor work group involving Growing Gardens (community gardens and youth farm programs), the Farmers Market, OSMP, interested restaurants and grocery and food vendors and the organic food industry about how to increase the amount of locally available food.

#### **Process Improvements**

A. Provide time at each Council meeting for up to three members of Council on a rotating basis to address the Council for three minutes immediately following Public Participation to present ideas, discoveries, books and experiences that contribute to the learning and growth of the City. [Currently this is permitted only under “Matters” at the end of the meeting.]

- B. Add a “Debrief” section to each meeting so that we can discuss improving what occurred that night.
- C. Create a “New Voices” section of Public Participation, so that those who have not addressed the Council recently can be heard earlier in the meeting.
- D. The current interpretation of exchanging ideas on the Hotline may be too restrictive. Do we really have a serial meeting where ideas are stated in this public forum and other Councilors react to those ideas in that same public forum?

## **2010 Retreat Goals - Crystal Gray**

### **Climate Action: Take bold steps to reduce our carbon footprint in Boulder and beyond.**

- Seriously explore, with Xcel, the conversion of the Valmont Plant from coal burning to a less toxic, and less carbon intensive, form of fuel. Let’s have our new franchise reflect, and support, our Climate Action goals of reducing CO2. Support conversion of other plants in the State that are older coal burning plants.
- Develop the Hydro-electric potential in our water system - I believe there are two other hydro opportunities that we have not developed. We are a national model for innovative in- line hydro and we need to publicize this so other communities can benefit from this information.
- Discuss, adding to our legislative agenda, support for a national gas tax. A \$1 national gas tax will raise \$140 billion a year. The tax will encourage use of other forms of less carbon intensive transportation and the revenue could be revenue neutral to reduce the national income tax with a focus on the lower brackets or, as Thomas Friedman suggests (NY Times OP ED 9-20-09), targeted to specific uses (reduce Natl. debt, health care, cushion burden of tax on poor, alt modes such as trains etc).
- Create a ‘climate action innovation’ group within the Economic Vitality program to assist new and innovative technologies that will increase efficiency, reduce carbon or produce renewal energy. Boulder companies are working on these projects now and we to actively support them.
- Adopt RECO and CECO ordinances.
- Work to plan and implement a ‘solar garden’ so we are ready to go when the legislation is passed.
- Review the opportunity to create a PV / Geo-thermal/ wind district within the Transit Village to make it the first Carbon-Neutral transit village.
- Support groups that are working on meeting our Zero Waste goals- continue implementation of Recycle Row with compatible uses such as the ‘Tool Lending Library’.
- Do the small things that other communities have done such as limiting use of leaf blowers.
- Publicize, and document, CO2 reduction by the city in the budget, CIP, Master Plans so the public can follow our progress. Susan Osborne has brought this up several times.

### **Social Sustainability: Work to make Boulder a Welcoming, diverse and safe community for all.**

- Raise the level of this discussion by having a council/HRC study session during the first quarter of 2010 and involve the community to discuss the goal of being a

welcoming, diverse and safe community - what that means and what steps we need to take.

- Support fully funding the Early Childhood Education Center to keep it on course.
- Support training for the police to enforce hate crimes as well as development of criteria for deciding whether to prosecute a give hate crime incident under the city ordinance. There is federal assistance to do this.
- Support, and enhance, the Human Service Master Plan and better understand the changing needs of non-profits and others that are collaborating with the city to meet the Master Plan goals.

**Affordable Housing: Part of being a welcoming, diverse and safe community is to have a diversity of housing opportunities.**

- Our Affordable Housing program is under review and we should continue this.
- We need to review if the housing that is being developed, and proposed, can meet the needs of families, residents and in- commuters. Lets ask them and make adjustments.
- We should evaluate the land use patterns and see where there are opportunities to make housing more affordable. An easy change would be to remove the spacing limitations on Accessory Dwelling Units (ADU) that are now allowed in most of the single family neighborhoods. This would allow more people to ‘age in place’ or allow young families to get added income.
- We should encourage CU to provide more housing for faculty, staff and students in their redevelopment of the Research Park and at other opportunity sites they have. This could help stem the tide of single family homes to rentals for students.

**Economic Vitality: Add an emphasis on local businesses.**

- I know that some of this is being done, but we should identify local business clusters (tourism/hotel-motel, green building, locally owned retail, restaurants, innovative green businesses, the arts etc) and understand what the city can do to support them.
- Work on under performing areas (Diagonal Plaza, the Hill etc.) and see if there is assistance the city can offer in the redevelopment of these areas. At the very least, the Hill needs a maintenance plan for the public places.
- Start discussions with CU regarding a joint conference center. The last discussion regarding a conference center stalled because CU also had ideas for a conference center - let’s work together on this.

**Parks and Open Space: Use our lands in new ways that reflect the times and meet our Climate and social sustainability goals**

- Create opportunities to have a sustainable agriculture program, on appropriate open space parcels, to support increased food production. Council member Jack Stoakes proposed having more farming on open space in 2004 and we should take this seriously now.
- Create additional ‘community garden’ opportunities within all geographical areas of the city so we have walkable gardens for all. Look for an opportunity to have a large demonstration garden (in city farm) show casing what residents can do in their own yards - including chicken coops, vegetables etc. Lots of good examples in other cities.
- Clarify the guidelines for growing vegetables in the right of way (between the street and side walk).
- Encourage the Parks Department to look at opportunities for ‘Community Orchards’ in Parks that neighborhoods can adopt, care for an harvest.

- As parks redevelop incorporate areas that brings ‘nature into the city’ and is reflective of the character of each site.
- Make sure all neighborhoods have access to parks that they can walk to. This could mean acquiring additional land.
- Emphasize maintenance in our parks (which has improved lately) and add back some of the flower plantings that we were known for.
- Create opportunities in parks for neighbors to gather, put on events, dances, etc with out a lot of bureaucracy.
- Get the West Trail Study Area project done in 2010!

**Budget: Continue working towards a sustainable budget.**

- Support the manager in her effort to develop an ‘outcomes’ or ‘priority’ based budget.
- Discuss convening a BRC III with the goal of understanding the impacts of development and how we might move towards ‘Growth paying its own way’. Work has been done on this at various times, and for various plans, but it has not been a part of a sustainable budget discussion. Let’s understand the impact of various land-uses so we can make choices with known economic outcomes.
- Make sure the BRC II works gets reviewed by council so we can discuss recommendations and what we can incorporate into the budget approval process. I will be looking for opportunities to combine services with BVSD, CU, Boulder County where appropriate. I will also be looking for opportunities to review duplications within departments and a look at if decentralization of services are efficient.

**Planning Projects: Continue with a well planned city - it has served Boulder well.**

- We need to have a council session on ‘Sustainable Streets and Centers’ as there was no formal council direction to staff at the joint Planning Board/Council meeting. I feel there was an underlying assumption that the goal of the project is to have added density, above what is now allowed. The goal should be to have good urban design and land uses that support council’s sustainability goals and are compatible with, and support, the surrounding neighborhoods. We also need to have TAB involved in this project.
- I support the many planning projects that are underway including the Transit Village. We need to move forward with the structural elements of the Transit Village including the connections plan, the park, finishing the Depot and making sure the RTD improvements are integrated into the vision for the plan.
- The Comprehensive Plan is the vision for the city and we need to make sure it reflects the many changes that have taken place in the city over the last five years.

**2010 - 2011 Goals and Priorities – George Karakehian**

\*Make decisions that improve Council meetings. "Nothing good happens after 11:00 pm." I have watched and attended late night Council meetings. These late night meetings are tough on staff, council members, and the general public. I believe we will be discussing this on Friday night of our retreat.

\*Encourage through incentives the redevelopment and reincarnation of the University Hill commercial areas. Council has discussed this over the years and the Hill still languishes. We should stop treating the Hill like it is at the "end of the road." We should

work with the University on this redevelopment. Only with a rejuvenation of the Hill Commercial areas will the Hill residential area problems be fixed.

\*Encourage the University to build their Conference Center in the Grandview neighborhood. This will produce new jobs, jumpstart the Hill redevelopment, and produce desperately needed sales for local businesses and sales taxes for the city of Boulder. A council resolution in support would send a strong message to the University.

\*A complete top to bottom review of the future goals of the Affordable Housing Program. It seems many different people from different points of view think something is broken. The program has served us well, but a new vision is needed for this program to move forward. I suggest an "Alliance" method, as was used in Downtown Boulder 10 or so years ago. This process involves all relevant interests and starts with a blank chalkboard. Ask questions such as, what are we, what do we want to be, where are we going and how do we get there?

\*Encourage "Job Retention" and "Job Creation." Jobs are the backbone of our community. The main reason Boulder has fared so well during this severe National Economic Downturn is because of our quality jobs created by CU, Government Labs, and businesses like IBM, Ball, etc. Quality of Life is a result of good Jobs. We should increase funding to the Economic Vitality Program and the Convention and Visitors Bureau. Both of these programs show increased sales taxes from their operation.

\*Whatever goals we adopt should not involve new taxes or fees.

## **2010 Goals and Priorities – Lisa Morzel**

1. LIBRARIES—want to have a series of public forums and study session on our collective vision of our library system in Boulder. I will elaborate further at the retreat but want to include funding and a plan for completing the N Boulder Community Plan and build the North Boulder library, identifying other facility needs in the other branches, establishing what Boulder expects as standard library hours, identifying the true costs of these measures, and identifying mechanisms for funding.
2. CLIMATE ACTION PLAN--several priorities include:
  - a. Implement RECO's and begin on CECO's
  - b. Franchise negotiations with Xcel and exit measures
  - c. Concentrated solar/ solar farm/ Valmont
  - d. Make 2010 "YEAR OF THE TREE"
    - i. Preservation of historic trees
    - ii. Goal of tree planting to offset GHG
  - e. Continue working with 6400 Arapahoe and Recycle Row implementation
  - f. Fully review our fleet of vehicles and eliminate SUV's in the fleet as much as possible and trade out with hybrids, plug-ins, electrics, bikes, etc
    - i. Preservation of historic trees
    - ii. Goal of tree planting to offset GHG
  - g. Work with the retail community to eliminate the "open door" practices seen in frigid winter months and hot summer months
    - i. Preservation of historic trees

- ii. Goal of tree planting to offset GHG
- 3. AFFORDABLE HOUSING—need to revisit several priorities in the city’s affordable housing policy include:
  - a. Mobile homes and mobile home owner rights
  - b. Who is building affordable housing
  - c. ADU’s, OAU’s (private options)
  - d. % cash-in-lieu, other inclusionary zoning policies
  - e. Size of unit provided (setting and implementing standards); consider concept of % of affordable housing = % of total square foot” rather than current practice
  - f. Existing housing stock
  - g. Other methodologies or partnerships with private sector—what works?
- 4. BUDGETARY: where else can improvements be made?
  - a. Identify what if any ballot measures on the fall ballot—any new policies / changes?
  - b. Establishment of a hotline where the public can call, make suggestions for improvements, and report wasteful actions they may have witnessed
  - c. Rethink the amount we spend on outside consultants and reconsider using internal staff more for advice
- 5. TRANSPORTATION
  - a. Continue improving on walk and bike-ability throughout Boulder continuing to working with BVSD, CU, Naropa, etc
    - i. Maintenance and safety of current system important
  - b. Continue negotiation and involvement on Jefferson Parkway, Rocky Flats, Gross Reservoir, Candelas
  - c. US 36
- 6. PUBLIC ART
  - a. How do we incorporate more public art into our landscape—funding?,, support?, land use regulations?
  - b. More art events in Boulder as revenue generator
- 7. CIVIC USE PAD
  - a. Want to get to a common community vision and mechanism of funding by end of year—workshops, public forums, committee
  - b. Need to be aggressive on this
- 8. INTERVIEW AND HIRE NEW CITY ATTORNEY
- 9. CONTINUE STRONG, GOOD, AND OPEN RELATIONSHIPS WITH CU, NAROPA, AND BVSD

**2010 Goals – Susan Osborne**

Many good ideas have been put on the table so far and I look forward to discussing them. My few are:

1. Climate Action Plan

RECO - Legislation dealing with rental housing efficiency should be accomplished this year. Engaging with CU will be one piece of the puzzle, as will settling on meaningful revisions to the housing code of reasonable cost and with reasonable payback periods.

- \* is state legislation or PUC ruling necessary here so that incentive programs can be used by owner?
- \* is a review needed of our current rental licensing program to assure its effectiveness in enforcing the housing code?

Community "Solar Garden"- Assuming state legislation passes, structuring a program of off site opportunities for individual investment in solar power would be next on my list.

"Two Techs and a Truck" Roll-Out - Realizing that this is already a staff focus, I'd put it on my list anyway. We are banking on the success of this program to reduce energy use in the residential sector.

CECO - Energy savings in this sector has the potential to dwarf anything we do in the residential sector. I am not certain of our strategy in the commercial/industrial sector or if we have a good idea of where the greatest gains are to be made. Is there some potential for using the "Two Techs and a Truck" model for this sector?

Is there a role for the Chamber of Commerce in designing an ordinance and supporting program?

And, as always, I have as a goal to track and report our progress as widely as possible.

## 2. Joys of Ribbon Cutting

As with the celebration on a very cold Sunday in December of our newest park, I look forward to progress on a number of capital projects. These include:

- \* Mapleton Early Childhood Education Center
- \* Broadway West affordable housing project
- \* Red Oak Park housing (Boulder Mobile Manor)
- \* Fire Training Center
- \* RTD bus facility at the Transit Village and BRT improvements to Table Mesa Park and Ride
- \* community bike rental stations

Each one of these (and other projects I've forgotten) may require our attention and support for completion. In many respects, these sorts of capital projects become our best legacy and move Boulder toward the future.

## 3. Transit Village

At this point in the Transit Village's history, there is an adopted small area plan, adopted new zoning, a historic depot moved to a prominent location based on the plan, and a regional bus facility design nearing completion. Private property owners have submitted concepts and plans for projects and the city has purchased land for high density affordable housing. I would submit that whether or not members of council have supported the Transit Village in the past, the time is now to focus on achieving our best vision here.

My 2010 goal is that we begin to make focused infrastructure investments and get serious about making this new neighborhood the best that it can be. Innovations in alternative transportation, storm water treatment, energy generation, housing diversity, park planning, art and cultural opportunities will require city leadership, invention and focus. I know from past work on the downtown mall and the Boulder Creek path that only with city council and city manager commitment will budgets be altered and coordinated to achieve a good end for a project of this magnitude.

Why not focus the next 3 years of arts grants on public art for the Transit Village? Why not submit road and bridge improvements for the next round of ARRA funding? Why not get the Human Relations Commission thinking about minority business opportunities here? How about getting the Parks Department and greenways funding to focus on a more accessible design for Goose Creek through the Transit Village and then build it? Has Historic Boulder been approached about selling more bricks for a community plaza? (\$50,000 was raised for depot bricks more than a decade ago and sits in a Parks Foundation account...) Once the grading for Junction Place is completed and the depot is finally sited, private fund raising for the depot's renovation can be begun in earnest.

I love the idea of working on Uni-Hill redevelopment, a new library and library funding, a Diagonal Plaza redo -- but frankly, I think we need to get the Transit Village off the ground first.

#### 4. Priority-Based Budgets and other internal things...

I suppose the example of focused spending on the Transit Village relates to priority-based budgeting. Theoretically, I like the idea and am eager to see how it might work in Boulder. We've been cautioned that this new method will have some kinks for the first year or two, so my goal will be that we patiently work through the difficulties and stay open-minded to its possibilities.

Here are a couple of stray thoughts I've had about council meetings

- \* electronic packets - I am amazed by the amount of paper that is generated for our meetings... it seems very 20th century, and not in a good way! There must be a state-of-the-art better way to handle the volume of material we're supposed to read, absorb and presumably file. I've been wondering about using dedicated Mac notebook computers as a way to transfer and organize our agenda material. Minutes could be stored with agenda files and referencing could be easier. As probably the least tech-y among us, I wonder what other ideas are out there...

- \* continuing meetings - I'd like to have the ability to continue a business meeting that goes beyond 11 to the following Tuesday, perhaps starting at 5 and going until 7. This might delay the start of a study session, but presumably continuing a meeting would be a very rare occurrence. What do you think?

- \* first names - I'd much prefer it if we addressed each other by first names at meetings. Are there objections? It certainly used to be that way and I'm not sure when the protocol went formal...

## **2010 Goals and Priorities – Ken Wilson**

We were asked to identify 4-5 priorities for discussion at the Council Retreat. Here is my list:

1. New Budget Process: the new budgeting process should be a top priority, including the recommendations of Blue Ribbon Commissions 1 and 2.
2. Climate Action Plan - I suggest the following specific areas of focus for this year:
  - Community solar garden
  - Prepare the city for electric vehicles and plug in hybrids
  - Smart Grid initiatives for demand side management and control of distributed energy resources
  - Work with the PUC on rules that facilitate our Climate Action Plan
  - Partner with other cities who are also leading the pack, and partner with CU, which is making some great efforts
  - Complete work on energy conservation incentives and ordinances
3. Multimode Transportation Safety - we need to make the city safer for walking, biking, bussing and other alternative modes of transportation. With a much higher rate of biking, especially have seen numerous safety issues in the past year. This will involve our Risk Management, Transportation and Police departments and a heavy partnership with CU (which is facing the same issues).
4. University Hill Business District redevelopment - we need to look at ways to get redevelopment going on the Hill. This will probably involve up-zoning to incentivize underground parking and a more vibrant business district.
5. Diagonal Plaza redevelopment - this is an opportunity waiting to happen.

I will communicate specific issues I have on council procedures and how to make meetings more efficient to the retreat committee.