

Boulder City Council Retreat
January 12-13, 2014
Rembrandt Yard – 1301 Spruce Street

"Vision without action is merely a dream. Action without vision just passes the time. Vision with action can change the world." - Joel A. Barker

Day One: January 12, 2014

8:00 am Laying the Foundation

"The prejudices people feel about each other disappear when they get to know each other." – James T. Kirk

- Each member of Council will share with the group **who the greatest influences in her/his life** have been and **what the most formative event of her/his life** was.
- Each member of Council will have 4 minutes to share this information.

8:45 am Visioning the Future of Boulder

"A vision is not just a picture of what could be; it is an appeal to our better selves, a call to become something more." - Rosabeth Moss Kanter

- Each member of Council will share with the group the **highest priority element of her/his vision** for the City of Boulder. **Vision elements** will look 10 to 15 years ahead and answer the question, **"What is one thing you hope will be different or better in Boulder in the year 2025 or 2030?"**
- Vision elements will be brief and at the conceptual level. Council will discuss these concepts in greater detail after lunch. Each member will have 3 minutes to share her/his vision element.

9:15 am Break

9:30 am Visioning the Future of Boulder, continued

- Council members will share their second priority vision element with the group.
- Each member of Council will have 3 minutes.

10:00 am Discussion and Reconciliation of Any Incompatible or Critically Absent Vision Elements

- Members of Council will identify and resolve any proposed vision elements that are inconsistent or incompatible with one another to ensure that the upcoming small group discussions have clear direction.
- Members of Council will also take a few moments to review the list of vision elements to ensure that no critical items are missing.

- Members of Council will identify any items on the vision list that are important but for which there is no Council role.

10:30 am Other Council Priorities

- Each member of Council will have 2 final minutes to identify another vision element, a priority item that is already on the two-year staff work plan, and/or a "wish list" item that s/he would like staff to pursue if there are opportunities in the next 5 years.
- Non-vision items will not be discussed again until the prioritization discussion on Day 2 of the retreat.

11:00 am Visioning – What Do We Mean When We Say...?

"I always wanted to be somebody, but now I realize I should have been more specific." -- Lily Tomlin

- Working in assigned groups of 3, Council members will discuss their thoughts **on how to break down vision elements from the previous discussion into smaller *vision components*.**
- Each discussion group will discuss multiple vision elements. The number of vision elements assigned to each discussion group and the time allocated to each element will be determined during the retreat based on the number elements that emerge during the previous discussion.
- The work product of these discussions will be **3 to 5 bulleted vision components** for each vision element.

12:00 pm Lunch – Change Seats upon Return from Lunch

12:30 pm Visioning Components – Reports from Discussion Group

Each discussion group will have six minutes to share their short list of vision components for each vision element they discussed. Council members will have an opportunity to ask clarifying questions to ensure understanding of the vision components that emerge from each discussion group.

1:00 pm Creating a Shared Vision

- Council members will discuss the vision components that emerged from the group discussions.
- Council members will be encouraged to think in terms of "yes, if" when considering their level of support for each vision element and its associated components. This will help move the group toward collaborative agreement.
- The goal of the discussion is to **find Council agreement on a shared vision for the future of Boulder**, knowing that some items in the vision may not be priorities for 2014 or even 2015

2:30 pm Adjourn

Day Two: January 13, 2014

Note: Council members should choose different seats than those they enjoyed on Day One.

9:00 am **Brief Recap of Day One**

9:15 am **What Can Be Achieved in the Next Two Years**

“If you align expectations with reality, you will never be disappointed.” - Terrell Owens

- Working in different assigned discussion groups than Day One, Council members will identify **what they think could be accomplished in 2014-2015** for each vision component. These discussions may require Council to request input from staff from time to time.
- Discussion groups will work to identify one or two specific **desired outcomes** that could be achieved for each vision component.
- Groups may also identify additional desired outcomes they envision in three or more years. These additional outcomes will be captured for ongoing future reference.
- Multiple groups may discuss the same vision component to get different perspectives on desired/possible outcomes.

10:30 am **Break**

10:45 am **What Can Be Achieved in the Next Two Years – Reports from Discussion Groups**

- Each discussion group will share the one or two specific desired outcomes they see for each vision component in 2014-2015. They may also briefly share any additional outcomes they identified for the longer term.
- Council members will have an opportunity to ask clarifying questions to ensure understanding of the desired outcomes that emerge from each discussion group.

12:00 pm **Lunch – Change Seats upon Return from Lunch**

12:30 pm **Agreeing on Desired Outcomes**

- Council members will discuss the desired outcomes for each vision component that emerged from the group discussions.
- The goal of the discussion is to **find Council agreement on desired outcomes for each vision component**, knowing that some items in the vision may not be priorities for 2014-2015.

2:00 pm **Break**

2:15 pm **Prioritizing and Fine-Tuning to Create Our Shared Roadmap for 2014-2014**

“Coming together is a beginning; keeping together is progress; working together is success.” – Henry Ford

- Council members will identify which vision component outcome each thinks **the highest priority for Council and staff to pursue together** in 2014-2015.
- Council members will include any items from the list of two-year non-vision elements from Day One that are priorities for them.
- In identifying priorities, **Council members should take a step back from their own suggested vision elements** and give consideration to what is most important for the community as a whole, which actions may energize or transform the community, which actions build on or integrate well with existing efforts, etc. Members should also give some thought to the balance between new and existing work efforts and the overall workload for Council and for staff. **Not all great ideas can be priorities for 2014-2015.**
- Each council member will have 3 minutes to share her/his priorities.
- Council will then discuss and refine the identified priorities to find agreement about what the Council and staff priorities for 2014-2015 ought to be.

3:30 pm Using the Vision as a Touchstone for the Future

- Council members will review the vision elements that emerged from their discussion on Day One of the retreat and assess whether the prioritized outcomes and associated work are true to the vision.
- Members of Council will also affirm the vision as a touchstone to inform their work into the future—in 2014-2015 and beyond.

4:00 pm Continuing to Improve How Council Works Together

- Members of Council will discuss what they think are the most important factors in successful Council interactions and determine if the current operating protocols support those factors.
- The group will make any necessary changes to the operating protocols to ensure that they support the factors in successful Council interactions.

4:30 pm Committee Assignments for Council Members

- Members of Council will briefly review the opportunities to serve on committees within and external to the City.
- Council members will volunteer for service on the available committees.

5:00 pm Adjourn

Attachments:

- A. Retreat Committee Report 12/17/2013**
- B. Boards and Commissions Feedback**
- C. Public Feedback**

To: City Council Members
From: Retreat Committee: Suzanne Jones, Lisa Morzel, Jane Brautigam, Alisa Lewis
Date: December 16, 2013
Re: Preparation and Background Reading for City Council Retreat in January

Below please find our proposed plan for the Council's annual retreat. We hope to make our upcoming retreat as productive and useful as possible—keeping what has worked best in the past, and retooling other elements to provide an opportunity for fresh thinking.

The retreat will be two full days—Sunday & Monday, January 12 & 13th—from 9:00 a.m. to 5:00 p.m. We will be starting late enough for people to have exercised beforehand if they choose, and have decided against any evening sessions when people tend to be at lower energy.

Our venue will be downtown at Rembrandt Yard (1301 Spruce St, across from Boulderado), which is a beautiful and evocative space that is easily accessible but as a new locale invites us to “retreat” from our normal perspective and look at things anew.

After interviewing several facilitators to explore new possibilities, we chose a facilitator we have used before—Heather Bergman—because of her outstanding ability to help us vision together strategically, and because she is “good at herding cats” (and we all know that we could use some herding!). We have asked Heather to be assertive in holding us each accountable to being clear, concise, civil, and to share the floor time equitably with each other. We also have asked Heather to keep us fully engaged with the topic being discussed with the group, avoiding any side bar conversations.

To help us “vision” both literally and figuratively, we also will have a graphic recorder join us during the retreat to help us visualize graphically the path forward that we are creating together.

The retreat is organized in four parts, of varying weights:

1. A brief time on the first morning will be dedicated to get to know each other a bit more deeply, based on the belief that having an understanding and appreciation of who each of us are and where we are each coming from, will lead to a more cohesive, respectful, and high-functioning Council. To that end, we ask you to come prepared to share a bit of “your story” with your colleagues by answering two questions below.
2. The majority and remainder of Day One will be used to pause and think about where we want Boulder to be in 10-15 years. Rather than just a simple continuation of where our current work plan is already headed, we want to make sure this long-term vision best prepares us on which to build the desired outcomes and priorities for the next two years.
3. The majority of Day Two will be dedicated to priority outcomes for the next two years, based on the collective vision that emerged from discussions on Day One. Staff

will then take this input to fashion a detailed 2014 work plan for our approval in February. While we may very likely adopt many of our current priorities again, this is our opportunity as a new Council with fresh blood to collectively and strategically plot a course together. So we will ask you to have done some deep thinking over the holidays about the questions outlined below.

4. At the end of Day Two, we will conclude the retreat by deciding on this Council's working agreements, as well as divvying up outside committee assignments. So please review the Council Working Agreements (attached) to see what else you would like to add, subtract or amend, and come with your prioritized committee assignment aspirations.

We are excited about the upcoming retreat and its potential to launch this new Council off on a strategic and well-thought out plan of work for the next two years. Thank you in advance for your preparation and enthusiasm!

RETREAT PREPARATION & REQUIRED READING

Rather than assigning written homework which has often failed to produce the desired results, we are asking people to read a few relatively short documents—in particular the beginning of the Boulder Valley Comprehensive Plan, which is our guiding document, do some deep thinking beforehand, and come prepared to answer the questions outlined below. The quality of the retreat will be reflected in the quality of thinking that we each do beforehand. In early January, staff will also compile and send us input from Boards & Commissions and the public, as it is available, for us to reflect upon in advance.

Read and reflect on the following documents:

1. Sustainability Framework (2 pages)--ATTACHED
2. Section 1 of the Boulder Valley Comprehensive Plan (57 pages)—ATTACHED
3. Input from Boards & Commissions and the public as available—TO BE SENT IN EARLY JAN
4. Council Working Agreements—ATTACHED
5. Council Boards & Committee Assignments--ATTACHED

Come prepared to answer the following questions:

1. Who You Are
 - What are one or two of the greatest influences in your life and what is a key formative event in your life that has shaped who you are? (Be prepared to share for no more that 4 minutes total)
2. Your Vision for the Future
 - When you think ahead 10-15 years from now, what is your top priority(s) for one significant thing you hope will be different or better in Boulder? (You will be asked to share your top couple priorities, and then we will flesh out vision elements in more detail in breakout groups. On Day Two we will decide on priority outcomes for the next two years that emerges from this collective vision.)

SUSTAINABILITY FRAMEWORK

The city is continuously working to provide service excellence for an inspired future and moving towards the vision of One City, One Boulder. As part of this effort, the sustainability framework helps to provide a common language for community and City Council goals and priorities and ensure alignment across the city organization.

The framework uses seven broad categories as desired community outcomes necessary for Boulder's vision of a great community. When the city implements the strategies outlined in this framework, then Boulder will have a Safe, Healthy & Socially Thriving, Livable, Accessible & Connected, Environmentally Sustainable, and Economically Vital Community and provide Good Governance. Strategies to achieve those outcomes are developed and advanced in the annual budget as well as strategic and master plans.

GETTING AWAY FROM "SILOS" TO WORK TOWARD MULTIPLE GOALS

Alignment across the organization with the wide range of community priorities, allows the city organization to evaluate whether or not expectations are being met and to more nimbly adjust, if necessary. Overall, the framework encourages holistic, systemic thinking and allows for more strategic decision-making as the city moves together in the same direction. There are key concepts like resiliency, equity and engagement that are embedded in each category because they are essential in all areas.

USE THE FRAMEWORK IN PLANS, PROJECTS AND KEY INITIATIVES

Specific initiatives to achieve these Boulder outcomes and strategies are outlined in greater detail in master/strategic plans and the city's budget. Certain multiple-objective or cross-departmental projects will benefit from using the framework to guide strategies but it may not be effective or applicable for all projects. Efforts are ongoing to align the framework with budget process and key initiatives.



SAFE COMMUNITY: When the City of Boulder...enforces the law and protects residents and property from physical harm; and fosters a climate of safety and social inclusiveness...then it will be a **Safe Community**.



HEALTHY & SOCIALLY THRIVING COMMUNITY: When the City of Boulder... supports the physical and mental well-being of its community members; cultivates a wide-range of recreational, cultural, educational, and social opportunities; fosters inclusion, embraces diversity and respects human rights...then it will be a **Healthy and Socially Thriving Community**.



LIVABLE COMMUNITY: When the City of Boulder... sustains and enhances a compact development pattern with appropriate densities and mix of uses that provides convenient access to daily needs for people of all ages and abilities; supports a diversity of housing and employment options for vibrant and livable neighborhoods and business districts; and maintains abundant and accessible public gathering spaces... then it will be a **Livable Community**.



ACCESSIBLE & CONNECTED COMMUNITY: When the City of Boulder... maintains and develops a balanced transportation system that supports all modes of travel; maintains a safe system and shifts trips away from single-occupant vehicles; and provides open access to information, encourages innovation,

enhances communication and promotes community engagement... then it will be an **Accessible and Connected Community**.



ENVIRONMENTALLY SUSTAINABLE COMMUNITY: When the City of Boulder... promotes an ecologically balanced community; prevents and mitigates threats to the environment; and ensures the efficient use of energy resources...then it will be an **Environmentally Sustainable Community**.



ECONOMICALLY VITAL COMMUNITY: When the City of Boulder... develops and maintains a healthy, resilient economy and maintains high levels of services and amenities...then it will be an **Economically Vital Community**.



GOOD GOVERNANCE: When the City of Boulder...models stewardship of the financial, human, information and physical assets of the community; supports strategic decision making with timely, reliable and accurate data and analysis; and enhances and facilitates transparency, accuracy, efficiency, effectiveness and quality customer service...then it will have provided **Good Governance**.



SUSTAINABILITY FRAMEWORK

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SAFE COMMUNITY:

- Enforces the law, taking into account the needs of individuals and community values
- Plans for and provides timely and effective response to emergencies and natural disasters
- Fosters a climate of safety for individuals in homes, businesses, neighborhoods and public places
- Encourages shared responsibility, provides education on personal and community safety and fosters an environment that is welcoming and inclusive



HEALTHY & SOCIALLY THRIVING COMMUNITY:

- Cultivates a wide-range of recreational, cultural, educational, and social opportunities
- Supports the physical and mental well-being of its community members and actively partners with others to improve the welfare of those in need
- Fosters inclusion, embraces diversity and respects human rights
- Enhances multi-generational community enrichment and community engagement



LIVABLE COMMUNITY:

- Promotes and sustains a safe, clean and attractive place to live, work and play
- Facilitates housing options to accommodate a diverse community
- Provides safe and well-maintained public infrastructure, and provides adequate and appropriate regulation of public/ private development and resources
- Encourages sustainable development supported by reliable and affordable city services
- Supports and enhances neighborhood livability for all members of the community



ENVIRONMENTALLY SUSTAINABLE COMMUNITY:

- Supports and sustains natural resource and energy conservation
- Promotes and regulates an ecologically balanced community
- Mitigates and abates threats to the environment



ACCESSIBLE & CONNECTED COMMUNITY:

- Offers and encourages a variety of safe, accessible and sustainable mobility options
- Plans, designs and maintains effective infrastructure networks
- Supports strong regional multimodal connections
- Provides open access to information, encourages innovation, enhances communication and promotes community engagement
- Supports a balanced transportation system that reflects effective land use and reduces congestion



ECONOMICALLY VITAL COMMUNITY:

- Supports an environment for creativity and innovation
- Promotes a qualified and diversified work force that meets employers' needs and supports broad-based economic diversity
- Fosters regional and public / private collaboration with key institutions and organizations that contribute to economic sustainability
- Invests in infrastructure and amenities that attract, sustain and retain diverse businesses, entrepreneurs and the associated primary jobs



GOOD GOVERNANCE:

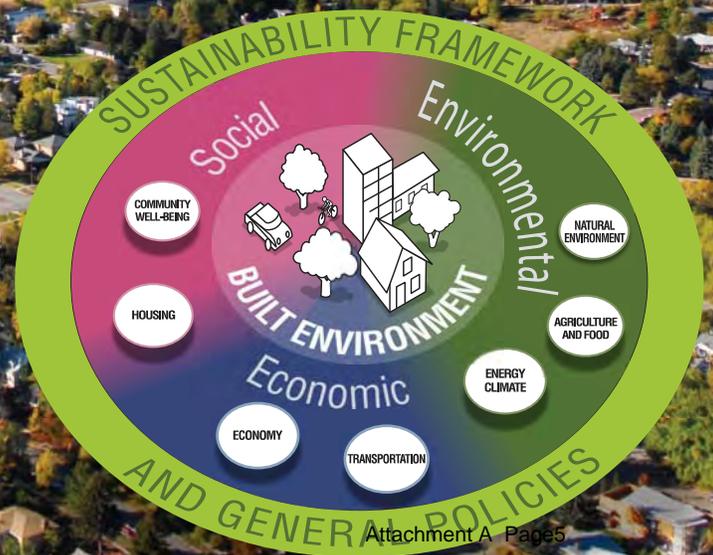
- Models stewardship and sustainability of the city's financial, human, information and physical assets
- Supports strategic decision-making with timely, reliable and accurate data and analysis
- Enhances and facilitates transparency, accuracy, efficiency, effectiveness and quality customer service in all city business
- Supports, develops and enhances relationships between the city and community/ regional partners
- Provides assurance of regulatory and policy compliance





2010

The Boulder Valley Comprehensive Plan



2010 Boulder Valley Comprehensive Plan

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Introduction

Since 1970, the City of Boulder and Boulder County have jointly adopted a comprehensive plan that guides land use decisions in the Boulder Valley. The Boulder Valley Comprehensive Plan seeks to protect the natural environment of the Boulder Valley while fostering a livable, vibrant and sustainable community. The current plan was first adopted in 1977. Since then, six major updates have been completed: 1982, 1990, 1995, 2000, 2005 and 2010.

The Boulder Valley Comprehensive Plan provides a general statement of the community's desires for future development and preservation of the Boulder Valley. The principle of sustainability drives the overall framework of the Boulder Valley Comprehensive Plan.

The core components of the Boulder Valley Comprehensive Plan are:

- The Boulder Valley Comprehensive Plan **policies** guide decisions about growth, development, preservation, environmental protection, economic development, affordable housing, culture and the arts, urban design, neighborhood character and transportation. The policies also inform decisions about the manner in which services are provided, such as police, fire, emergency medical services, water utilities, flood control and human services.
- The Boulder Valley Comprehensive Plan **Land Use and Area I, II, III Maps** define the desired land use pattern for the Boulder Valley regarding location, type and intensity of development.

The planning area encompasses the Boulder Valley, which is generally defined as those areas bounded by the mountain backdrop on the west, 95th Street on the east, Davidson Mesa and the Coal Creek drainage on the southeast, the south county line on the south, Mineral Road on the northeast and Neva Road and Niwot Road on the north, as delineated on the approved Area I, II, III Map.

Boulder Planning History

Boulder enjoys a long history of community planning. Some key planning milestones include:

- In 1910, Frederick Law Olmsted, Jr. developed plans for parks and street improvements.
- In 1959, Boulder voters approved a 'blue line' charter amendment that limited water extensions above an elevation of 5,750 feet to preserve the mountain backdrop.
- In 1967, Boulder was the first city in the nation to institute a dedicated sales tax to purchase open space lands.
- In 1971, voters approved a 55-foot building height limit.

- In 1974, the city adopted the Historic Preservation Ordinance, which has been instrumental in preserving and encouraging rehabilitation of historic buildings and districts.
- In 1976, city voters instituted one of the nation’s more restrictive residential growth-management ordinances.
- In 1977, the city and county approved an intergovernmental agreement and the Boulder Valley Comprehensive Plan to concentrate urban development in the city and preserve the rural character of lands outside the city service area.
- In 1982, the city adopted the Solar Access Ordinance to ensure residential buildings have access to sunlight.
- In 1986, the Downtown Plan and Downtown Design Guidelines were adopted.
- In 1992, the Wetlands Protection Ordinance was adopted, regulating development within a buffer area of streams and wetlands in the city.
- In 1993, with the amount of vacant land in the city diminishing, a community visioning exercise called the Integrated Planning Project focused on “what’s best for what’s left” and resulted in a set of goals and action items that included reducing the non-residential development potential within the city.
- Also in 1993, after an analysis of the development potential of Area III, the Planning Area III-Rural Preservation Area and Area III-Planning Reserve designations were created.
- In 1995, the city adopted its first subcommunity plan, the North Boulder Subcommunity Plan.
- In 1997, the city reduced projected job growth through a combination of land purchases, rezoning, and floor area limitations in industrial zones.
- In 1999, an inclusionary zoning ordinance was adopted, requiring 20 percent of new residential development in the city to be permanently affordable for low- and moderate-income households.
- The 2000 major update to the Comprehensive Plan resulted in policy and land use changes to promote additional housing and mixed use development in appropriate locations. Also, the size of the Planning Reserve was reduced by 200 acres and some properties on the eastern edge of Boulder were moved from Area II to Area III-Rural Preservation Area.
- In 2004, implementation of the 2000 major update and the city’s Jobs: Housing Project included land use regulation changes to allow residential uses in industrial zones, a new high density residential zone district and rezonings in certain areas to higher residential densities and mixed use.
- In 2009, the Compatible Development Ordinance revised regulations on house form and mass to protect the character of established single-family home neighborhoods.

Plan Implementation

Planning for the Boulder Valley does not end with the adoption of the Boulder Valley Comprehensive Plan. More detailed planning puts the vision into practice. The diagram below shows subsequent steps for implementing the Comprehensive Plan.



The following implementation tools translate the Comprehensive Plan into action:

Subcommunity and Area Plans

Subcommunity plans and area plans provide direction for specific geographic areas. They provide a link between the broad policies of the Comprehensive Plan and more detailed zoning, development review and capital improvement programming decisions.

Master Plans

City departmental master plans are developed to be consistent with the Comprehensive Plan. They establish detailed policies, priorities, service standards, facility and system needs and capital budgeting for the delivery of specific services and facilities provided by each city department. The plans identify three levels of funding or investment strategies: fiscally constrained, action and vision.

Zoning District Regulations

Whereas the Comprehensive Plan Land Use Map provides a generalized picture of desired future uses in the Boulder Valley, the city zoning map assigns every parcel of land in the city a zoning district. This regulates allowable uses, density, setbacks, height, affordable housing requirements, solar access protection and more. The county’s zoning code regulates parcels within the Boulder Valley not annexed to the city.

Programs and Services

Many of the Comprehensive Plan policies are implemented through city programs and services. Funding for these is allocated annually through the city budget, using a model of priority-based budgeting, which reflects the core mission of the city and individual departments.

Capital Improvements

Capital improvements carry out the Comprehensive Plan's policies of orderly and efficient provision of urban facilities and services. Funding for capital improvements are planned on a six-year timeframe through the Capital Improvements Program (CIP). Departmental master plans and subcommunity and area plans help guide prioritization of improvement projects.

Development Review

All new development or redevelopment projects must conform to land use and zoning regulations, which are developed and amended to be consistent with the goals and policies of the Comprehensive Plan.

Action Plan

The Comprehensive Plan Action Plan outlines the actions needed to implement Comprehensive Plan policies that are not currently addressed through other plans or programs. The action plan establishes the timing and priorities for new program initiatives, planning projects and regulatory changes; ongoing programs or projects are not included. The plan is developed to be flexible and responsive to city goals and resources.

The action plan is adopted by City Council and revisited at each annual update to the Comprehensive Plan. The county is sent a referral and invited to identify those actions, projects or other activities in the action plan in which they wish to participate. The county may also propose new or additional collaborative actions to the city for its consideration during the action plan review as part of the annual update.

The city and county have been remarkably successful in working together to implement the vision set forth in the 1977 Comprehensive Plan, most notably in channeling growth to the city's service area, preserving lands outside the urban growth boundary, keeping the community compact, intensifying the core area, providing for affordable housing, and improving alternative transportation modes.

Boulder Today and Tomorrow

As of January 2010, the City of Boulder (Area I) had approximately 43,400 housing units, 97,500 residents and 97,000 jobs. The remainder of the Service Area (Area II) had approximately 6,000 housing units, 12,000 residents and 3,000 jobs. About 30,000 students attend the University of Colorado.

Over the next 25 years, Area I is projected to add about 6,000 housing units, 15,000 residents and 19,000 jobs. CU student enrollment could increase by 5,000 to 15,000 by 2030. Most of the growth that will occur in Area II will follow annexation to the city and therefore is included in the projection numbers for Area I. Since there is little vacant land left in the city's Service Area, most of this growth will occur through redevelopment.

The 2010 Major Update

Some key trends point to changing conditions in the community and provide the context for the 2010 major update.

1. *Demographic challenges.* Boulder's population is aging, and the county population of age 60 and over is expected to more than double by 2020. The majority of Boulder households are now non-family households, and the poverty rate for local households is continuing to increase. These trends will likely result in a higher demand for human services and a wider range of housing types. Also, Boulder continues to lack adequate amounts of housing for low and moderate income households. Both affordable and market rate housing will increasingly occur in commercial and industrial areas, which will require new services and amenities to create livable neighborhoods.
2. *Ramped up climate action.* The urgency of the need to reduce our greenhouse gas emissions and dependence on fossil fuels has intensified, and so has the city's efforts to be both a leader and a partner in the community in reducing local energy demand, improving energy efficiency and moving toward more renewable energy. This calls for strengthening policy direction on climate action and related factors in transportation, land use, agriculture, urban forestry and waste reduction.
3. *Economic challenges.* The city's competitive position in retail development and job growth has changed as neighboring communities have developed retail and employment centers of their own. This combined with a recent national economic downturn has meant that city revenues have not kept pace with the rising costs of providing public services and facilities. The effect is that economic vitality efforts are more important than ever.

To respond to these trends and other concerns, two broad focus areas were identified for the 2010 major update: 1. Sustainability policies encompassing social equity, environmental health and economic vitality, and 2. Urban form and community design. Also identified for 2010 update was the need to simplify and clarify the process for considering service area expansion into the Area III-Planning Reserve.

1. Core Values, Sustainability Framework and General Policies

The Boulder Valley Comprehensive Plan is a joint plan between the City of Boulder and Boulder County to inform and guide their shared responsibility for planning and development in the Boulder Valley. This section of the plan sets forth the plan's core values and sustainability framework, and provides overall planning guidance for intergovernmental cooperation, growth management, annexation and provision of urban facilities and services.

Core Values

Many of the key policies in the Boulder Valley Comprehensive Plan stem from long-standing community values and represent a clear vision of our community and our commitment to:

- **Sustainability** as a unifying framework to meet environmental, economic and social goals
- A welcoming and **inclusive** community
- Culture of creativity and **innovation**
- Strong **city and county** cooperation
- Our unique community **identity and sense of place**
- **Compact, contiguous** development and infill that supports evolution to a more **sustainable urban form**
- **Open space** preservation
- Great **neighborhoods** and **public spaces**
- **Environmental** stewardship and **climate** action
- A vibrant **economy** based on Boulder's quality of life and economic strengths
- A diversity of **housing** types and price ranges
- An all-mode **transportation** system to make getting around without a car easy and accessible to everyone
- Physical health and well-being

Applying a sustainability framework to decision-making in Boulder means considering the issues of environment, economy and social equity together. An action or decision in any one of these areas will have consequences on the others. The policies in this plan outline the future vision of the community, focusing on the built environment and its relationship to environmental, economic and social well-being and overall community livability. At the intersection of all these areas is the community's ability to sustainably meet its needs now and in the future.

Sustainability Framework

1.01 Sustainability Principles

The city and county recognize that:

- a) There are critical interrelationships among economic, social and environmental health;
- b) The way we produce, trade and consume impacts our ability to sustain natural resources;
- c) Social and cultural equity and diversity creates valuable human capital that contributes to economic and environmental sustainability;
- d) The built environment has an impact on social, economic and environmental conditions; and
- e) The quality of our environmental, economic and social health is built upon the full engagement and involvement of our community.

Therefore, the city and county seek to maintain and enhance the livability, health and vitality of the Boulder Valley and the natural systems of which it is a part, without compromising the ability of future generations to meet their needs, anticipating and adapting to changes in community needs and external influences.

1.02 Principles of Environmental Sustainability

The city and county will strive to preserve and protect the natural resource base and environmental quality on which life depends by:

- a) Maintaining and enhancing the biodiversity and productivity of ecological systems;
- b) Ensuring the efficient use of natural resources in a manner that does not deplete them over time; and
- c) Reducing and minimizing the use of non-renewable resources.

1.03 Principles of Economic Sustainability

The city and county will strive to develop and maintain a healthy, adaptable economy that is vital to the community's quality of life and high level of services and amenities by:

- a) Promoting a diverse economy that supports the needs of all community members;
- b) Promoting a qualified and diversified work force that meets employers' needs and supports a range of jobs; and
- c) Providing for and investing in a quality of life, unique amenities, and infrastructure that attracts, sustains, and retains businesses and entrepreneurs.

1.04 Principles of Social Sustainability

The city and county will strive to promote a healthy community and address social and cultural inequities by:

- a) Respecting and valuing cultural and social diversity;
- b) Ensuring the basic health and safety needs of all residents are met; and
- c) Providing infrastructure and services that will encourage culturally and socially diverse communities to both prosper within and connect to the larger community.

1.05 Community Engagement

The city and county recognize that environmental, economic and social sustainability are built upon full involvement of the community. The city and county therefore support the right of all community members to play a role in governmental decisions, through continual efforts to maintain and improve public communication and the open conduct of business. The city and county will continue to support programs and provide opportunities for public participation and neighborhood involvement. Efforts will be made to use effective technologies and techniques for public outreach and input, remove barriers to participation and involve community members not usually engaged in civic life. Emphasis will be placed on notification and engagement of the public in decisions involving large development proposals or major land use decisions that may have significant impact on or benefits to the community.

1.06 Indicators of Sustainability

The city and county will establish indicators of sustainability specific to the Boulder Valley to measure progress in the health and well-being of the community, environment and economy. The choice of indicators will be based on their ability to provide feedback that support and strengthen efforts taken to achieve the community's sustainability principles in a reasonable period of time. Efforts will be made to develop indicators to measure changes related to elements of sustainable urban form.

1.07 Leadership in Sustainability

The city and county will act as leaders and role models for others in striving to create a sustainable community. Through their master plans, regulations, policies and programs, the city and county will strive to create a healthy, vibrant and sustainable community for future generations.

1.08 Consideration of Environmental, Economic and Social Impacts

The city and the county will consider social, economic and environmental impacts in decision making for all city services, processes and facilities and in development review.

Plan Time Frame and Updates

1.09 Planning Time Frame

The time horizon for the plan is approximately 15 years. This has been determined to be a reasonable length of time for which to plan and was arrived at after weighing a combination of facts and policy considerations: land use and land use projections, Service Area projections, the capacity of the city to fund capital improvements, the growth rate, and the desires of the community in regard to accommodating growth. Each five-year review of the plan extends the planning period approximately five years.

The city and county recognize that some issues require consideration of impacts over a longer time period, and when appropriate, the plan may analyze trends and impacts over longer time periods.

1.10 Plan Update

The Boulder Valley Comprehensive Plan will be reviewed at least every five years for possible amendments to reflect changes in circumstances and community desires.

Intergovernmental Cooperation

1.11 Regional and Statewide Cooperation

Many of the problems and opportunities faced by Boulder and other jurisdictions, particularly providing affordable housing, addressing the jobs-housing imbalance, creating a healthy economy, improving regional transportation, protecting the environment, managing open space, delivering human services and managing growth can only be dealt with effectively through regional or statewide cooperation and solutions.

Therefore, the city and county will actively pursue cooperative planning opportunities, intergovernmental agreements, broader information exchange and communication, collaborative initiatives and closer cooperation with each other and with other entities in the region and state. This may include other cities, counties, unincorporated communities, the University of Colorado, the school districts, regional organizations and other policy-making bodies. These entities will be encouraged to identify and address issues of shared concern for which a multi-jurisdictional perspective can best achieve mutually beneficial solutions.

1.12 Policy Assessment

The city and county will assess and be responsive to the external effects of their policies on other entities and jurisdictions. Consequences and tradeoffs will be considered before making decisions on them.

1.13 Collaboration in Service Delivery

The city and county will support consolidation and collaboration among service providers to reduce duplication of efforts, maximize economic and resource efficiencies and provide the public with reliable and equitable levels of service.

1.14 Compliance with Land Use Regulations

With regard to public facilities owned and operated in the other's jurisdiction, the city and county will respect and abide by existing land use regulations insofar as reasonably practicable.

Growth Management

1.15 City's Role in Managing Growth and Development

In order to achieve community goals and policies, the city will develop and implement urban design and growth management tools that control the scale, location, type, intensity and timing of new development and redevelopment. Where appropriate, the county will work with the city in developing and implementing growth management tools.

1.16 Adapting to Limits on Physical Expansion

As the community expands to its planned physical boundaries, the city and county will increasingly emphasize preservation and enhancement of the physical, social and economic assets of the community. Cooperative efforts and resources will be focused on maintaining and improving the quality of life within defined physical boundaries, with only limited expansion of the city.

1.17 Growth Projections

In order to ensure that past and projected growth impacts can be better mitigated or avoided, the city will develop projections for population and employment for twenty five years in the future. Projections will be used to evaluate long-term trends, analyze problems and opportunities that could occur during this period, project long-term infrastructure needs, and coordinate Boulder Valley growth projections with regional and county-wide projections.

1.18 Growth Requirements

The overall effect of urban growth must add significant value to the community, improving quality of life. The city will require development and redevelopment as a whole to provide significant community benefits, achieve sustainability goals for urban form, and to maintain or improve environmental quality as a precondition for further housing and community growth.

1.19 Jobs:Housing Balance

Boulder is a major employment center, with more jobs than housing for people who work here. This has resulted in both positive and negative impacts including economic prosperity, significant in-commuting, and high demand on existing housing. The city will continue to be a major employment center and will seek opportunities to improve the balance of jobs and housing while maintaining a healthy economy. This will be accomplished by encouraging new housing and mixed use neighborhoods in areas close to where people work, encouraging transit-oriented development in appropriate locations, preserving service commercial uses, converting industrial uses to residential uses in appropriate locations, improving regional transportation alternatives and mitigating the impacts of traffic congestion.

Framework for Annexation and Urban Service Provision

1.20 Definition of Comprehensive Planning Areas I, II and III

The Boulder Valley Planning Area is divided into three major areas.

Area I is that area within the City of Boulder, which has adequate urban facilities and services and is expected to continue to accommodate urban development.

Area II is the area now under county jurisdiction, where annexation to the city can be considered consistent with policies 1.16 Adapting to Limits on Physical Expansion, 1.18 Growth Requirements, & 1.24 Annexation. New urban development may only occur coincident with the availability of adequate facilities and services and not otherwise. Master plans project the provision of services to this area within the planning period.

Area III is the remaining area in the Boulder Valley, generally under county jurisdiction. Area III is divided into the Area III-Rural Preservation Area, where the city and county intend to preserve existing rural land uses and character and the Area III-Planning Reserve Area, where the city and county intend to maintain the option of future Service Area expansion. (See [Area I, II, III Map](#) and Policy 2.07 Delineation of Rural Lands.)

1.21 Preclusion of New Incorporated Places

The city and county will oppose the establishment of new incorporated communities within the Boulder Valley.

1.22 Definition of New Urban Development

It is intended that ‘new urban development,’ including development within the city, not occur until and unless adequate urban facilities and services are available to serve the development as set out in Section IV.D. Urban Service Criteria and Standards. ‘New urban development’ is defined to include:

- a) All new residential, commercial and industrial development and redevelopment within the city; or
- b) Any proposed development within Area II subject to a county discretionary review process before the Board of County Commissioners, provided the county determines that the proposed development is inconsistent with the land use projections, maps or policies of the Boulder Valley Comprehensive Plan in effect at that time.

1.23 Over-Intensive Rural Development

The Area III-Rural Preservation Area is that portion of Area III where rural land uses and character are to be maintained and preserved. A variety of land use activities are permitted by county zoning pursuant to examination through one or more of the review processes enumerated in the Boulder County Land Use Code. A preliminary analysis may conclude that an otherwise permitted land use proposal would have an impact of urban intensity and thus be considered an over-intensive rural development.

Criteria to be examined in making an over-intensive determination may include, but are not limited to traffic, structure size, number of users, hours of operation, outside lighting, water needs and wastewater flows, impacts extending outside of the property boundaries, compatibility with surrounding land uses, and the availability or lack of other more appropriate sites for the proposed activity. Any application for a land use that triggers an over-intensive rural development analysis will be referred to the City of Boulder for comment.

1.24 Annexation

The policies in regard to annexation to be pursued by the city are:

- a) Annexation will be required before adequate facilities and services are furnished.
- b) The city will actively pursue annexation of county enclaves, Area II properties along the western boundary, and other fully developed Area II properties. County enclave means an unincorporated area of land entirely contained within the outer boundary of the city. Terms of annexation will be based on the amount of development potential as described in (c), (d), and (e) of this policy. Applications made to the county for development of enclaves and Area II lands in lieu of annexation will be referred to the city for review and comment. The county will attach great weight to the city's response and may require that the landowner conform to one or more of the city's development standards so that any future annexation into the city will be consistent and compatible with the city's requirements.
- c) Annexation of existing substantially developed areas will be offered in a manner and on terms and conditions that respect existing lifestyles and densities. The city will expect these areas to be brought to city standards only where necessary to protect the health and safety of the residents of the subject area or of the city. The city, in developing annexation plans of reasonable cost, may phase new facilities and services. The county, which now has jurisdiction over these areas, will be a supportive partner with the city in annexation efforts to the extent the county supports the terms and conditions being proposed.
- d) In order to reduce the negative impacts of new development in the Boulder Valley, the city will annex Area II land with significant development or redevelopment potential only if the annexation provides a special opportunity or benefit to the city. For annexation considerations, emphasis will be given to the benefits achieved from the creation of permanently affordable housing. Provision of the following may also be considered a special opportunity or benefit: receiving sites for transferable development rights (TDRs), reduction of future employment projections, land and/or facilities for public purposes over and above that required by the city's land use regulations, environmental preservation, or other amenities determined by the city to be a special opportunity or benefit. Parcels that are proposed for annexation that are already developed and which are seeking no greater density or building size would not be required to assume and provide that same level of community benefit as vacant parcels unless and until such time as an application for greater development is submitted.
- e) Annexation of substantially developed properties that allows for some additional residential units or commercial square footage will be required to demonstrate community benefit commensurate with their impacts. Further, annexations that resolve an issue of public health without creating additional development impacts should be encouraged.
- f) There will be no annexation of areas outside the boundaries of the Boulder Valley Planning Area, with the possible exception of annexation of acquired open space.
- g) Publicly owned property located in Area III and intended to remain in Area III may be annexed to the city if the property requires less than a full range of urban services or requires inclusion under city jurisdiction for health, welfare and safety reasons.
- h) The Gunbarrel Subcommunity is unique because the majority of residents live in the unincorporated area and because of the shared jurisdiction for planning and service provision among the county, the city, the Gunbarrel Public Improvement District and other special districts. Although interest in voluntary annexation has been limited, the city and county continue to

support the eventual annexation of Gunbarrel. If resident interest in annexation does occur in the future, the city and county will negotiate new terms of annexation with the residents.

1.25 Assimilation of Special District Facilities and Services

Where the provider(s) of the facilities and services is (are) other than the city, the county and the city will take all reasonable and legal steps to facilitate assimilation of facilities and services by the city upon annexation.

1.26 Provision of Urban Services in the Boulder Valley

The city is an adequate provider of facilities and services. These facilities and services will continue to be supplied to Area I, and the city will make them available to Area II within the planning period pursuant to the city’s annexation policies and Capital Improvements Program. The city and county intend that new urban development not occur until adequate urban facilities and services are available to serve the development. The county experience indicates that provision of the full range of urban facilities and services by a municipality is preferable to provision of urban facilities and services by special districts and private groups in part because municipalities have politically accountable leadership, general police power and the ability to coordinate provision of adequate urban facilities and services. Therefore, it is hereby presumed that adequate facilities and services can be provided only by the City of Boulder. The city will extend, furnish or provide such services at such time as it can provide them all as provided under paragraph 1.27(a) below and the Urban Service Criteria and Standards section of this plan. However, it is not the intent to preclude the development and use of alternative facilities and service systems for new urban development so long as they are adequate as provided under paragraph 1.27(b) and the Urban Service Criteria and Standards section of this plan.

1.27 Definition of Adequate Urban Facilities and Services

a) The city provides adequate facilities and services for new urban residential, commercial and industrial development within the planning area. Adequate facilities and services for:

- (i) All development include: public water, public sewer, stormwater and flood management, urban fire protection and emergency medical care, urban police protection, urban transportation; and
- (ii) Residential development also includes developed urban parks and schools.

b) The availability and adequacy of urban facilities and services as set forth in subparagraph (a) above will be determined based upon the Urban Service Criteria and Standards section of this plan.

c) In order to make efficient use of existing infrastructure and investment, new development and redevelopment will be located in areas where adequate public services and facilities presently exist or are planned to be provided under the city’s Capital Improvements Program.

d) Due to size, location and other unique requirements, some city facilities that do not require the full range of urban services will be located in Areas II and III. Extending a limited range of urban services to such city facilities is appropriate when extension is consistent with the Boulder Valley Comprehensive Plan or otherwise necessary for the city to provide another urban facility and service to Area I.

1.28 Phased Extension of Urban Services/Capital Improvements Program

a) The city and county agree that extensions, furnishing, or provision of less than adequate facilities and services for new urban development would be injurious to the public health, safety

and welfare because it would seriously impair the county's efforts implementing the Boulder Valley Comprehensive Plan through reasonable land use and development regulations in the unincorporated areas of the county.

b) The county requests that the city accompany any extension of facilities and services to urban development outside the boundaries of the city with concurrent annexation to the city of the land served. The city agrees not to extend or furnish facilities and services to new urban development outside the boundaries of the city without annexing to the city the land to be served, except as indicated in Policy 1.36 Out-of-City Utility Service.

c) The city and county recognize that certain properties within the Boulder Valley have filed for subdivision approval with Boulder County prior to June 13, 1977, the date on which the county approved amendments to its subdivision regulations that require compatibility of applicants for subdivision approval with the Boulder Valley Comprehensive Plan and have previously been granted water and sewer by the city. The development of these particular properties may be permitted to occur without a full range of urban facilities and services provided that such development is otherwise in accordance with the Comprehensive Plan and existing Boulder County land use regulations at the time of submission of the application.

d) The city will use the Capital Improvements Program (CIP) process, within the framework of a responsible budget of balanced revenues and expenditures, to plan for the funding of an adequate range of urban services and facilities within Area I and Area II as annexation occurs during the planning period. . The CIP is a tool to direct the location and timing of growth by coordinating and targeting public capital expenditures.

1.29 Channeling Development to Areas with Adequate Infrastructure

In order to protect and use past investments in capital improvements, new development and redevelopment will be located in areas where adequate public services and facilities presently exist or are planned to be provided under the city's Capital Improvements Program.

1.30 Growth to Pay Fair Share of New Facility Costs

Since the public costs of annexation and developing several areas concurrently could prove excessive, the city will limit said costs to those, which can reasonably be accommodated within the Capital Improvements Program and are compatible with anticipated revenues. When permitting additional development or redevelopment, the city will consider whether public facilities and services are adequate to reasonably maintain current levels of service or service standards given the impacts of such additional development or committed funding sources for such adequate facilities are sufficient to ensure their provision in a timely fashion. Growth will be expected to pay its own way, with the requirement that new development pay the cost of providing needed facilities and an equitable share of services including affordable housing, and to mitigate negative impacts such as those to the transportation system.

1.31 Adjacency of Open Space/Utility Impacts

The city and county will consider the impacts of open space management and utility installation on abutting property.

1.32 Multi-Purpose Use of Public Lands

Multi-purpose use of public lands, facilities and personnel services will be emphasized. However, in consideration of potential use of parks and open space lands, only activities consistent with the original intent of acquisition will be considered.

Utilities

1.33 Consistency of Utility Extensions with Comprehensive Plan

The installation and extension of all utilities will be consistent with the provisions of the Boulder Valley Comprehensive Plan and with the responsibilities of the respective utility providers.

1.34 Efficient Extension of Utilities

Nothing within the Boulder Valley Comprehensive Plan will prohibit the city from denying the provision of utility services to any property within the Boulder Valley for utility-related reasons.

1.35 Utility Provision to Implement Community Goals

The city will consider the importance of the other objectives of the Boulder Valley Comprehensive Plan in the planning and operation of the water, wastewater, stormwater and flood management utilities. These other objectives include in-stream flow maintenance, enhancement of recreational opportunities, water quality management, preservation of natural ecosystems, open space and irrigated agricultural land, and implementation of desired timing and location of growth patterns.

1.36 Out-of-City Utility Service

In furtherance of policies 2.01, 2.02, 2.03, 1.33, 1.34, 1.35, and notwithstanding Policy 1.28, the city and county agree that it is appropriate for the city to: a) Decline support for utility provision in Area III and Area II when its provision would defeat Boulder Valley Comprehensive Plan goals.

b) Extend limited utility service in Area III and Area II in circumstances that further Boulder Valley Comprehensive Plan goals. c) Evaluate opportunities for cooperation with other utility service providers, in concert with the county, to further Comprehensive Plan goals.

2. Built Environment

Boulder's compact, interconnected urban form helps ensure the community's environmental health, social equity and economic vitality. It also supports cost-effective infrastructure and facility investments, a high level of multimodal mobility, and easy access to employment, recreation, shopping and other amenities, as well as a strong image of Boulder as a distinct community.

Background

Elements That Define Boulder's City Structure

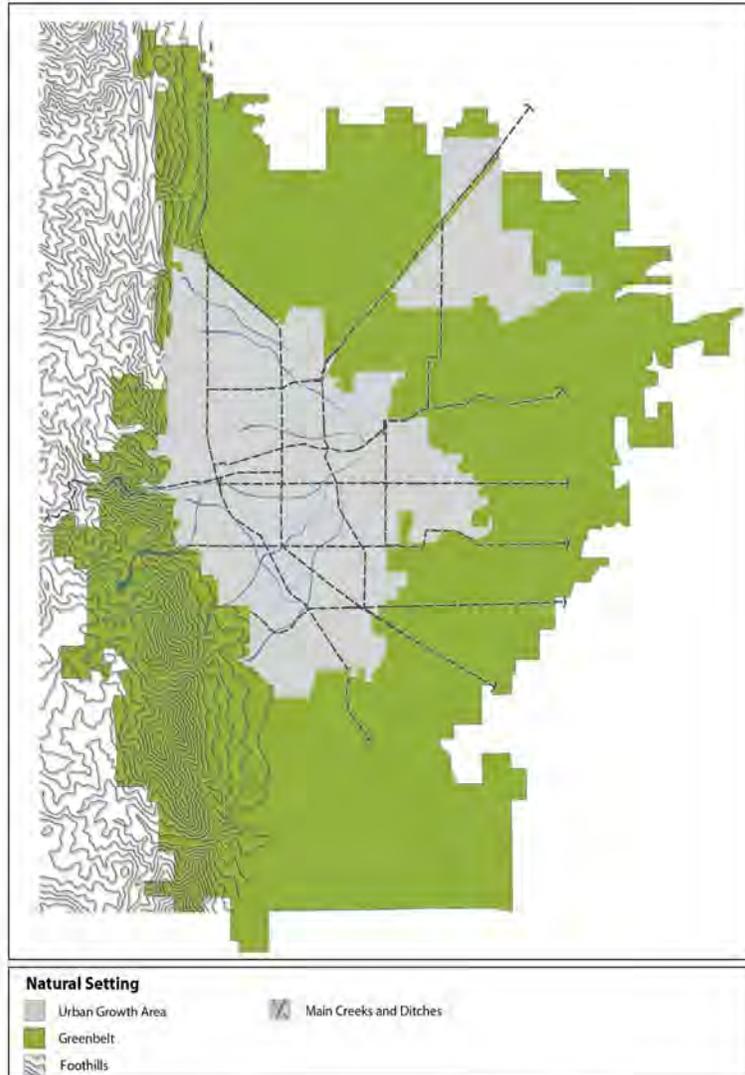
Boulder's distinctive 'sense of place' and compact size did not happen by accident. It has taken creative public policies and pragmatic planning decisions over many years to produce and preserve Boulder's unique character and physical beauty. Elements that define Boulder's city structure and support its continuing evolution to a more sustainable urban form are described below.

1. Natural Setting

Boulder's natural setting defines its size and shape.

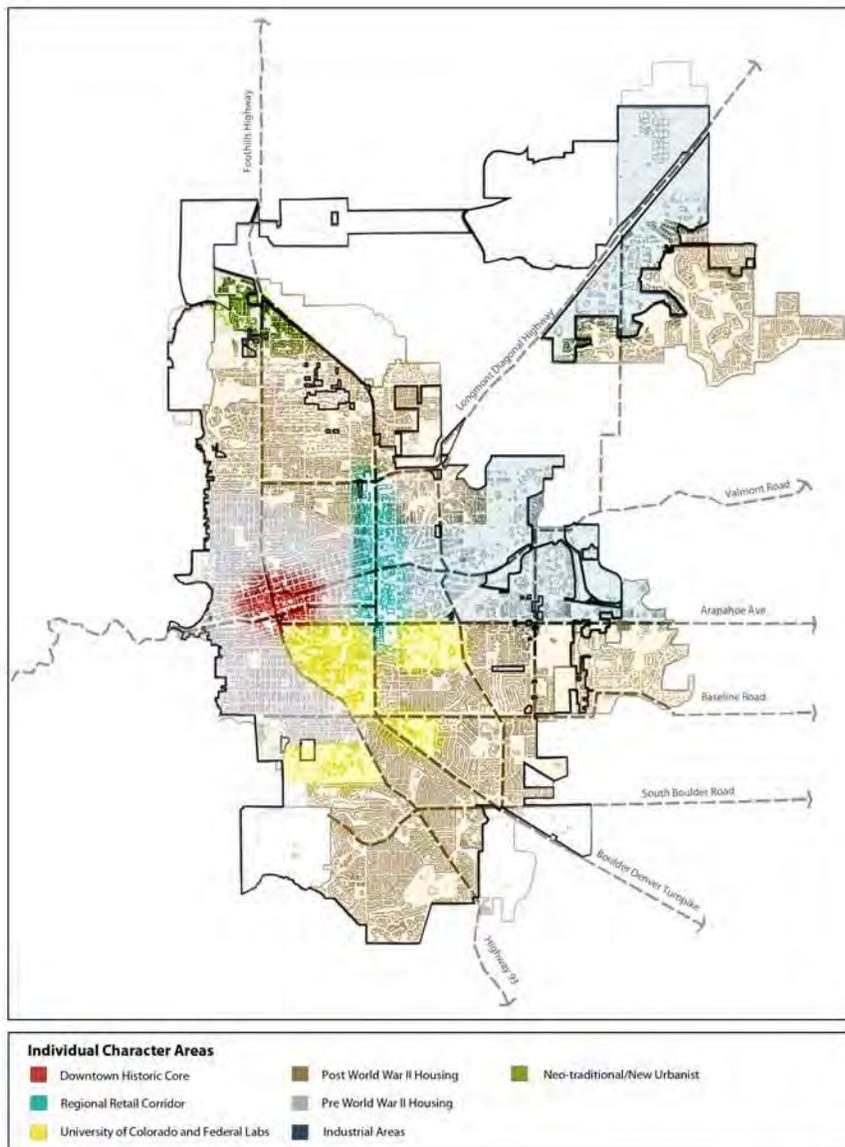
The two most important factors that shape the City of Boulder are its mountain backdrop and surrounding greenbelt. These natural features form a clearly-defined edge that separates the urban

area from the open countryside. Creeks and ditches have also shaped the layout of the city.



2. Individual Character Areas

Different parts of Boulder are distinguished by their individual character. Boulder's city structure is also defined by the individual character and distinctive qualities of its different areas, drawing on each area's unique history, development pattern, land uses, amenities and other factors. Some of the more distinctive character areas within the city are: the downtown historic core and surrounding pre-World War II residential neighborhoods, the 28th/30th Street regional retail corridor, the University and federal lab campuses, the industrial areas in East Boulder and Gunbarrel, the post-World War II residential neighborhoods and the North Boulder neo-traditional/New-Urbanist neighborhoods.



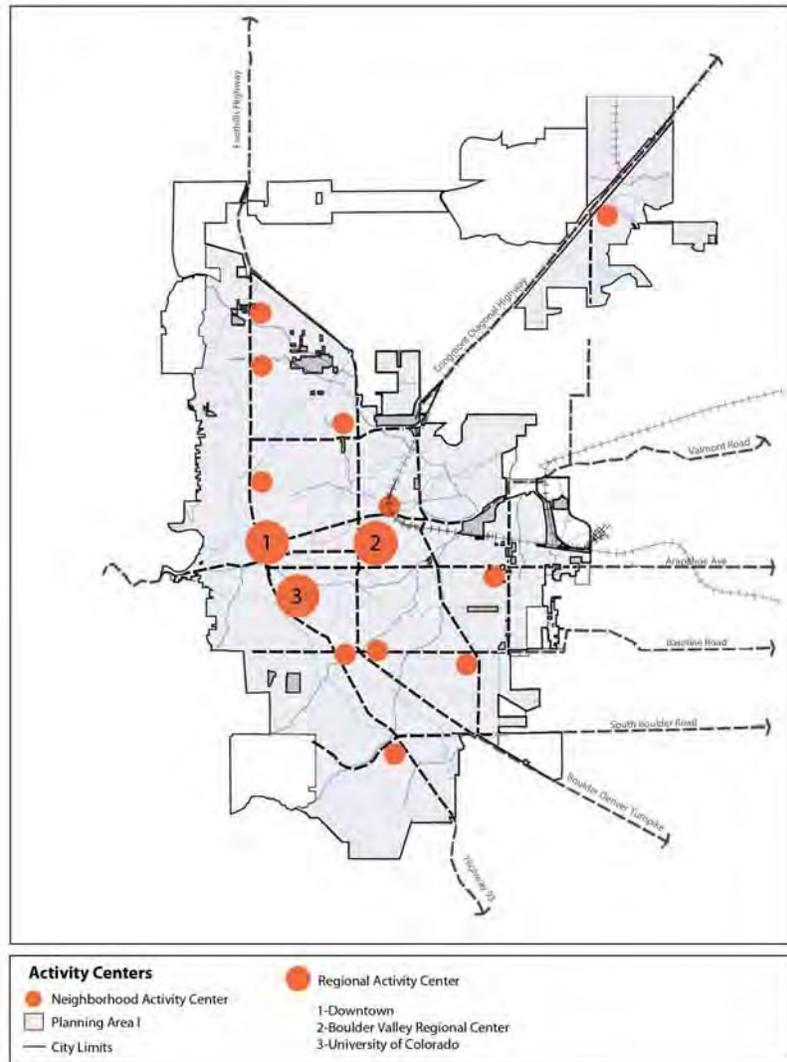
3. Activity Centers

Activity centers concentrate activities into nodes at a variety of scales.

Boulder's commercial, entertainment, educational and civic centers are focused in concentrated nodes of activities at a variety of scales distributed throughout the community.

At the highest level of intensity are the city's three regional centers. They form a triangle at Boulder's geographic center: the Historic Downtown, the Boulder Valley Regional Center (BVRC), and the University of Colorado (CU) with the University Hill business district, which also serves as a neighborhood center for the surrounding area. Each regional center has a distinct function and character, provides a wide range of activities and draws from the entire city as well as the region.

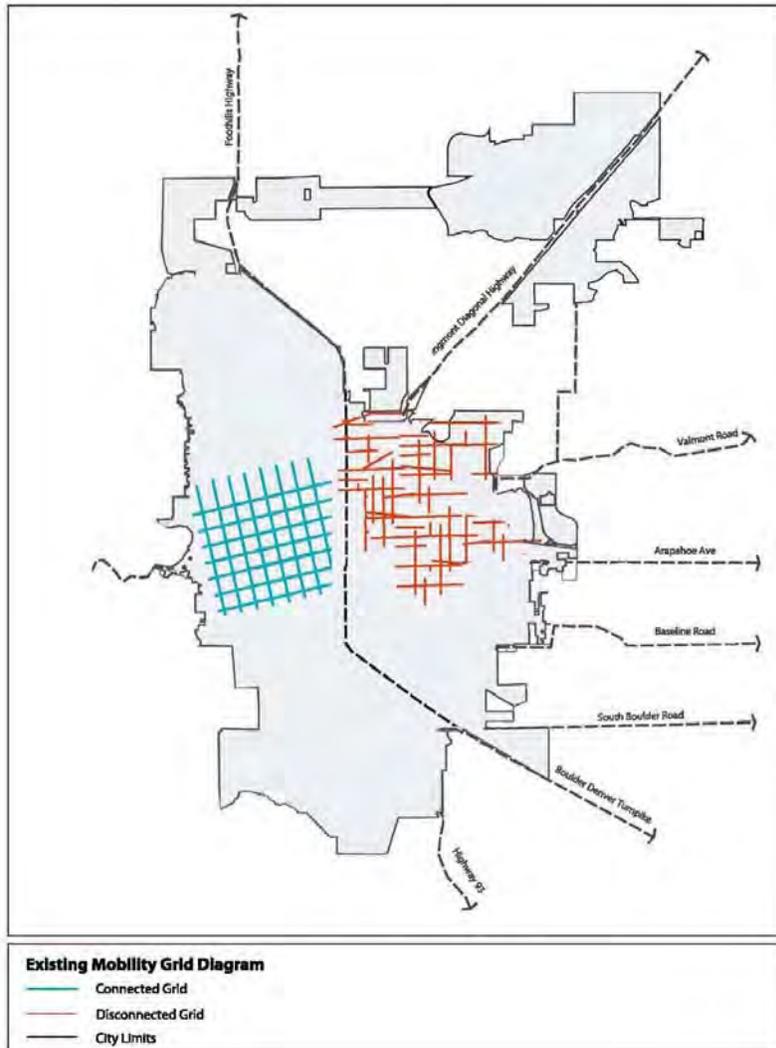
The next tier of intensity is neighborhood activity centers. In addition to serving as neighborhood gathering places, these centers also provide goods and services for the day-to-day needs of nearby residents, workers and students, and are easily accessible from surrounding areas by foot, bike and transit.

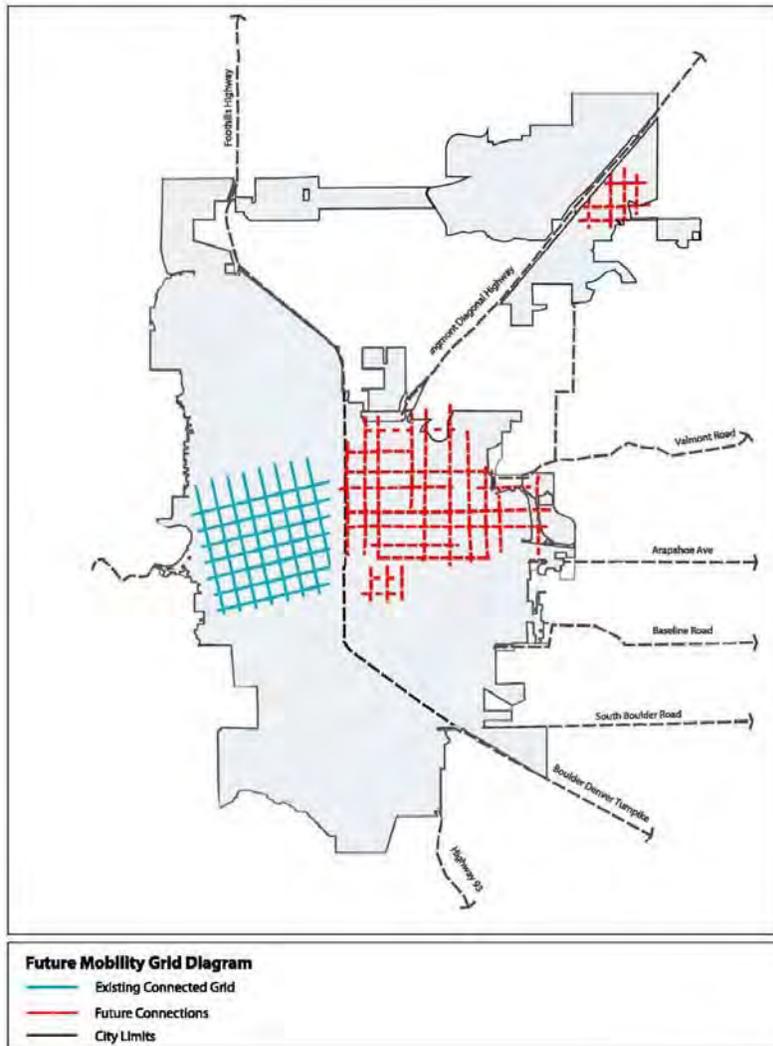


4. Mobility Grid

Boulder’s ‘mobility grid’ interconnects the city.

Boulder’s ‘mobility grid’—the system of streets, alleys, transit corridors, multi-use and greenway paths—interconnects the city and both serves and reflects the city’s land use pattern. Networks for vehicles, bicycles, pedestrians and transit—sometimes shared, sometimes separate—overlay the city and create a lacework of movement between and within regional centers, neighborhood centers, and residential and employment areas. In general, the western historic neighborhoods of the city have a fine-grained, walkable and bikeable street grid, whereas other parts of the city, for example, East Boulder, have larger, more car-oriented super-blocks. Over time, the city seeks to extend a more pedestrian and bike-friendly mobility grid to all parts of the community.

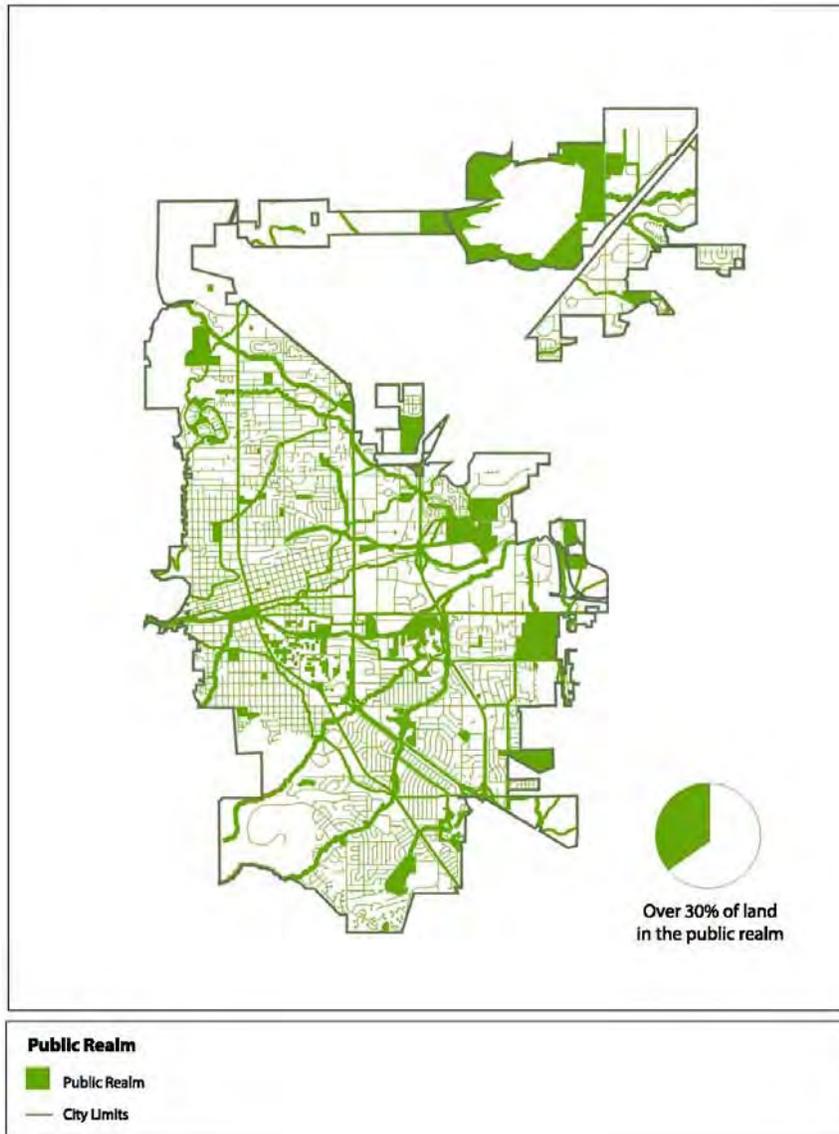




5. The Public Realm

The public realm provides key functions and strongly influences character and aesthetics.

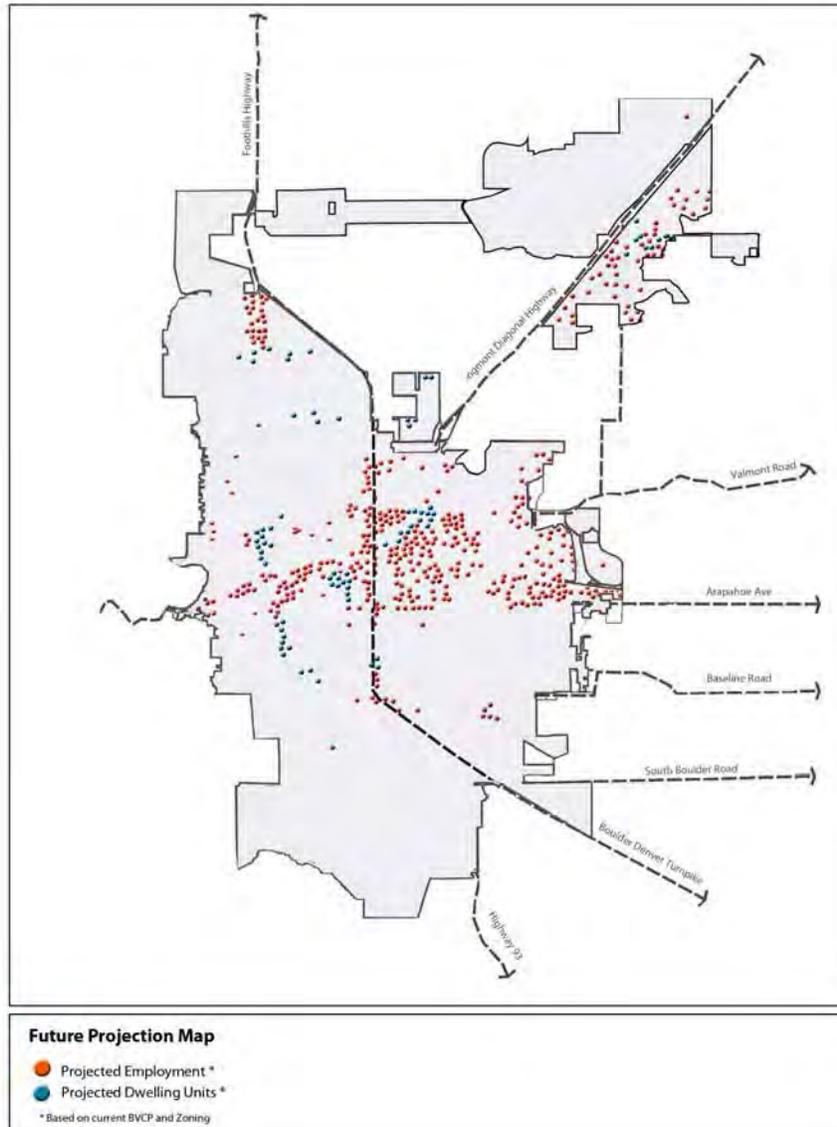
The public realm includes the city's streets, sidewalks and paths, ditches, parks, plazas and other urban outdoor spaces. It comprises a large portion of Boulder's land and represents a substantial public investment. The design of the public realm plays a major role in defining the character, identity and aesthetic quality of the city overall and individual neighborhoods. It also serves a variety of important functions: transportation, passive and active recreation, gathering places, opportunities to connect to nature, enhancement of air and water quality, and mitigation of urban heat island effects.



Projected Growth

This diagram illustrates where housing and jobs could be added within the city Service Area through development of vacant parcels and redevelopment of properties under current plans and regulations. The Built Environment policies help shape the form and quality of future growth, in

addition to protecting historic and environmental resources and preserving established neighborhood character.



Sustainable Urban Form Definition

The city’s urban form is shaped by the location and design of streets, paths and open spaces; the mix of uses and activities that are allowed in each area of the city; and the design and intensity of development and public improvements. The city’s goal is to evolve toward an urban form that supports sustainability. This “sustainable urban form” is defined by the following components:

Compact:

- A compact development pattern with density in appropriate locations to create and support viable, long term commercial opportunities and high frequency public transit.

Connected:

- An integrated multimodal system with abundant, convenient and pleasant ways to get around on foot, by bike, and by local and regional transit service.
- Opportunities for people to connect to nature and natural systems.

Complete:

- Daily needs within easy access from home, work or school without driving a car.
- A quality of life that attracts, sustains and retains diverse businesses, creative entrepreneurs and investment in the local economy.

Green, Attractive and Distinct:

- Comfortable, safe, and attractive places to live, work, learn and recreate that have a distinct, memorable character and high-quality design and that promote healthy, active living.
- A public realm that is beautiful, well-used and enriched with art, trees and landscaping.
- Buildings, streets, utilities and other infrastructure that protect natural systems, minimize energy use, urban heat island effects and air and water pollution, and support clean energy generation.
- Preservation of agriculturally significant lands, environmentally sensitive areas and historic resources.

Inclusive:

- A diversity of employment, housing types, sizes and prices, and other uses to meet the needs of a diverse community.
- Welcoming, accessible public gathering spaces for interaction among people of all ages, walks of life and levels of ability.

Community Identity/Land Use Pattern

2.01 Unique Community Identity

The unique community identity and sense of place that is enjoyed by residents of the Boulder Valley and characterized by the community's setting and history will be respected by policy decision makers.

2.02 Physical Separation of Communities

The city and county will strive to maintain and enhance an open land buffer that separates development in the Boulder Valley from surrounding communities and contributes to distinct community identities.

2.03 Compact Development Pattern

The city and county will, by implementing the Boulder Valley Comprehensive Plan, ensure that development will take place in an orderly fashion, take advantage of existing urban services, and avoid, insofar as possible, patterns of leapfrog, noncontiguous, scattered development within the Boulder Valley. The city prefers redevelopment and infill as compared to development in an expanded Service Area in order to prevent urban sprawl and create a compact community.

2.04 Open Space Preservation

The city and county will permanently preserve lands with open space values by purchasing or accepting donations of fee simple interests, conservation easements or development rights and other measures as appropriate and financially feasible. Open space values include use of land for urban shaping and preservation of natural areas, environmental and cultural resources, critical ecosystems, water resources, agricultural land, scenic vistas and land for passive recreational use.

2.05 Design of Community Edges and Entryways

Well-defined edges and entryways for the city are important because they support an understanding and appreciation of the city's image, emphasize and preserve its natural setting, and create a clear sense of arrival and departure. Natural features are most effective as edges, but public open land, major roadways or heavy tree planting can also function as community edges. As new areas are developed, the definition of a community edge will be a design priority. Major entryways into the Boulder Valley will be identified, protected and enhanced.

Rural Lands Preservation

2.06 Preservation of Rural Areas and Amenities

The city and county will attempt to preserve existing rural land use and character in and adjacent to the Boulder Valley where environmentally sensitive areas, hazard areas, agriculturally significant lands, vistas, significant historic resources, and established rural residential areas exist. A clear boundary between urban and rural areas at the periphery of the city will be maintained, where possible. Existing tools and programs for rural preservation will be strengthened and new tools and programs will be put in place.

2.07 Delineation of Rural Lands

Area III consists of the rural lands in the Boulder Valley, outside the Boulder Service Area. The Boulder Service Area includes urban lands in the city and lands planned for future annexation and urban service provision. Within Area III, land is placed within one of two classifications: the Area III-Rural Preservation Area or the Area III-Planning Reserve Area. The boundaries of these two areas are shown on the Area III-Rural Preservation Area and Area I, II, III Map. The more specific Area III land use designations on the Boulder Valley Comprehensive Plan map indicate the type of non-urban land use that is desired as well as recognize those county developments that have or can still develop at other than rural densities and uses. The Area III-Rural Preservation Area is intended to show the desired long-term rural land use; the Area III-Planning Reserve Area is an interim classification until it is decided whether or not this land should be placed in the Area III-Rural Preservation Area or in the Service Area.

a) Area III-Rural Preservation Area

The Area III-Rural Preservation Area is that portion of Area III where rural land uses and character will be preserved through existing and new rural land use preservation techniques and no new urban development will be allowed during the planning period. Rural land uses to be preserved to the greatest possible extent include: rural town sites (Eldorado Springs, Marshall and Valmont); existing county rural residential subdivisions (primarily along Eldorado Springs Drive, on Davidson Mesa west of Louisville, adjacent to Gunbarrel, and in proximity to Boulder Reservoir); city and county acquired open space and parkland; sensitive environmental areas and hazard areas that are unsuitable for urban development; significant agricultural lands; and lands that are unsuitable for urban development because of a high cost of extending urban services or scattered locations, which are not conducive to maintaining a compact community.

b) Area III-Planning Reserve Area

The Area III-Planning Reserve Area (PRA) is that portion of Area III with rural land uses where the city intends to maintain the option of limited Service Area expansion. The location and characteristics of this land make it potentially suitable for new urban development, based on the apparent lack of sensitive environmental areas, hazard areas, and significant agricultural lands, the feasibility of efficient urban service extension, and contiguity to the existing Service Area, which maintains a compact community.

2.08 Rural Density Transfer

The city and county will jointly determine criteria and areas for transfer of development rights (TDRs) within or in proximity to the Boulder Valley, in order to secure conservation easements on valuable rural lands from which density may be transferred and shift those rural residential densities to appropriate urban settings where the negative impacts of growth can be better mitigated or avoided.

Neighborhoods

2.09 Neighborhoods as Building Blocks

The city and county will foster the role of neighborhoods to establish community character, provide services needed on a day-to-day basis, foster community interaction, and plan for urban design and amenities. All neighborhoods, whether residential areas, business districts, or mixed land use areas, should offer unique physical elements of neighborhood character and identity, such as distinctive development patterns or architecture; historic or cultural resources; amenities such as views, open space, creeks, irrigation ditches, and varied topography; and distinctive community facilities and business areas.

2.10 Preservation and Support for Residential Neighborhoods

The city will work with neighborhoods to protect and enhance neighborhood character and livability and preserve the relative affordability of existing housing stock. The city will seek appropriate building scale and compatible character in new development or redevelopment, appropriately sized and sensitively designed streets and desired public facilities and mixed commercial uses. The city will also encourage neighborhood schools and safe routes to school.

2.11 Accessory Units

Consistent with existing neighborhood character, accessory units will be encouraged in order to increase rental housing options in single family residential neighborhoods. Regulations developed to implement this policy will address potential cumulative negative impacts on the neighborhood. Accessory units will be reviewed based on the characteristics of the lot, including size, configuration, parking availability, privacy and alley access.

2.12 Preservation of Existing Residential Uses

The city will encourage the preservation or replacement in-kind of existing, legally established residential uses in non-residential zones. Non-residential conversions in residential zoning districts will be discouraged, except where there is a clear benefit or service to the neighborhood.

2.13 Protection of Residential Neighborhoods Adjacent to Non-residential Zones

The city and county will take appropriate actions to ensure that the character and livability of established residential neighborhoods will not be undermined by spill-over impacts from adjacent regional or community business zones or by incremental expansion of business activities into residential areas. The city and county will protect residential neighborhoods from intrusion of non-residential uses by protecting edges and regulating the impacts of these uses on neighborhoods.

2.14 Mix of Complementary Land Uses

The city and county will strongly encourage, consistent with other land use policies, a variety of land uses in new developments. In existing neighborhoods, a mix of land use types, housing sizes and lot sizes may be possible if properly mitigated and respectful of neighborhood character. Wherever land uses are mixed, careful design will be required to ensure compatibility, accessibility and appropriate transitions between land uses that vary in intensity and scale.

2.15 Compatibility of Adjacent Land Uses

To avoid or minimize noise and visual conflicts between adjacent land uses that vary widely in use, intensity or other characteristics, the city will use tools such as interface zones, transitional areas, site and building design and cascading gradients of density in the design of subareas and zoning districts. With redevelopment, the transitional area should be within the zone of more intense use.

Mixed Use and Higher Density Development

2.16 Mixed Use and Higher Density Development

The city will encourage well-designed mixed use and higher density development that incorporates a substantial amount of affordable housing in appropriate locations, including in some commercial centers and industrial areas and in proximity to multimodal corridors and transit centers. The city will provide incentives and remove regulatory barriers to encourage mixed use development where and when appropriate. This could include public-private partnerships for planning, design or development; new zoning districts; and the review and revision of floor area ratio, open space and parking requirements.

Activity Centers

2.17 Variety of Activity Centers

The city and county support a variety of regional, subcommunity and neighborhood activity centers where people congregate for a variety of activities such as working, shopping, going to school or day care, accessing human services and recreating. Activity centers should be located within walking distance of neighborhoods and business areas and designed to be compatible with surrounding land uses and intensity and the context and character of neighborhoods and business areas. Good multimodal connections to and from activity centers and accessibility for people of all ages and abilities will be encouraged.

2.18 Role of the Central Area

The central area will continue as the regional service center of the Boulder Valley for office, retail, financial, governmental, medical, cultural and university activities. As such, it will remain the primary activity center and focal point of the Boulder Valley. The central area includes distinct, interrelated activity centers such as the Downtown Business District, University of Colorado, Canyon Boulevard Cultural Corridor, and Boulder Valley Regional Center. A variety of land uses surrounds these activity centers, and transportation alternatives provide direct connections between them.

Urban Design Linkages

2.19 Urban Open Lands

Open lands within the fabric of the city constitute Boulder's public realm and provide recreational opportunities, transportation linkages, gathering places and density relief from the confines of the city, as well as protection of the environmental quality of the urban environment. The city will promote and maintain an urban open lands system to serve the following functions: active and passive recreation, environmental protection, flood management, multimodal transportation, enhancement of community character and aesthetics.

2.20 Boulder Creek, Tributaries and Ditches as Important Urban Design Features

Boulder Creek, its tributaries and irrigation ditches will serve as unifying urban design features for the community. The city and county will support the preservation or reclamation of the creek corridors for natural ecosystems, wildlife habitat and cultural resources; for recreation and bicycle and pedestrian transportation; to provide flood management; to improve air and water quality;

and to provide a contrast to urban development. Path development will be sensitive to the ecology, terrain and privacy of adjacent residents and surroundings.

2.21 Commitment to a Walkable and Accessible City

The city and county will promote the development of a walkable and accessible city by designing neighborhoods and business areas to provide easy and safe access by foot to places such as neighborhood centers, community facilities, transit stops or centers, and shared public spaces and amenities. The city will consider additional neighborhood-serving commercial areas where appropriate and supported by the neighbors they would serve.

2.22 Improve Mobility Grid

The walkability, bikeability and transit access should be improved in parts of the city that need better connectivity and mobility, for example, in East Boulder. This should be achieved by coordinating and integrating land use and transportation planning and will occur through both public investment and private development.

2.23 Trail Corridors/Linkages

In the process of considering development proposals, the city and county will encourage the development of paths and trails where appropriate for recreation and transportation, such as walking, hiking, bicycling or horseback riding.. Implementation will be achieved through the coordinated efforts of the private and public sectors.

Community Conservation

2.24 Preservation of Historic and Cultural Resources

The city and county will identify, evaluate and protect buildings, structures, objects, districts, sites and natural features of historic, architectural, archaeological, or cultural significance with input from the community. The city and county will seek protection of significant resources through local designation when a proposal by the private sector is subject to discretionary development review.

2.25 Leadership in Preservation: City- and County-Owned Resources

The city and county will evaluate their publicly owned properties to determine their historical, architectural, archaeological or cultural significance. Eligible resources will be protected through local designation. Secondary structures that are part of and convey the cultural significance of a site, such as a farm complex and alley structure, should be retained and preserved as well.

2.26 Historic and Cultural Preservation Plan

The city and county will develop a Boulder Valley-wide preservation plan in order to: integrate historic preservation issues into the Boulder Valley Comprehensive Plan; ensure coordination between preservation goals and zoning, land use, growth management, transportation and housing goals; and ensure consistency among governmental policies that affect the community's historic, archeological and cultural resources. Preservation plans will be developed with public and landowner participation.

2.27 Eligible Historic Districts and Landmarks

The city has identified areas that may have the potential to be designated as historic districts. The Designated and Eligible Historic Districts map shows areas with designation potential, as well as areas that are already designated as historic districts. There are also many individual buildings of landmark quality both within and outside of these eligible areas. Additional historic district and landmark designation will be encouraged.

2.28 Historic Preservation/Conservation Tools

The city will develop a variety of tools that address preservation and conservation objectives within the community. Specific tools that address historic preservation and conservation objectives will be matched to the unique needs of specific areas. Preservation tools may include incentives programs, designation of landmark buildings and districts, design review, and public improvements. Conservation districts, easements and other tools may be applied in areas that do not qualify as local historic districts but contain features that contribute to the quality of the neighborhood or community. These could include historic resources that have lost integrity, neighborhoods with significant character but that are not historically significant, and scattered sites that share a common historic or architectural theme.

2.29 Preservation of Archaeological Sites and Cultural Landscapes

The city will develop a plan and processes for identification, designation and protection of archaeological and cultural landscape resources, such as open ditches, street and alleyscapes, railroad rights-of-way, and designed landscapes.

Design Quality

2.30 Sensitive Infill and Redevelopment

With little vacant land remaining in the city, most new development will occur through redevelopment. The city will gear subcommunity and area planning and other efforts toward defining the acceptable amount of infill and redevelopment and standards and performance measures for design quality to avoid or adequately mitigate negative impacts and enhance the benefits of infill and redevelopment to the community and individual neighborhoods. The city will also develop tools, such as neighborhood design guidelines, to promote sensitive infill and redevelopment.

2.31 Design of Newly-Developing Areas

The city will encourage a neighborhood concept for new development that includes a variety of residential densities, housing types, sizes and prices, opportunities for shopping, nearby support services and conveniently sited public facilities, including roads and pedestrian connections, parks, libraries and schools.

2.32 Physical Design for People

The city and county will take all reasonable steps to ensure that public and private development and redevelopment be designed in a manner that is sensitive to social, health and psychological needs. Broadly defined, this will include factors such as accessibility to those with limited mobility; provision of coordinated facilities for pedestrians, bicyclists and bus-riders; provision of functional landscaping and open space; and the appropriate scale and massing of buildings related to neighborhood context.

2.33 Environmentally Sensitive Urban Design

For capital improvements and private development, the city and county will strive to ensure that buildings, streets, utilities and other infrastructure are located and designed to protect natural systems, minimize energy use, urban heat island effects and air and water pollution, and support clean energy generation.

2.34 Importance of Street Trees and Streetscapes

The city and county will develop regulations and programs to encourage the planting and maintenance of attractive, healthy street trees and streetscapes, which act as the primary

connection between the private and public realm and provide aesthetics, comfort and environmental benefits for the public realm.

2.35 Outdoor Lighting/Light Pollution

The city and county will encourage the efficient use of outdoor lighting to reduce light pollution and conserves energy while providing for public safety. The city will seek to provide a nighttime environment that includes the ability to view the stars against a dark sky so that people can see the Milky Way Galaxy from residential and other appropriate viewing areas. Measures such as using more energy-efficient lights, ensuring that the level of outdoor lighting is appropriate to the application, minimizing glare, and using shielding techniques to direct light downward will be required.

2.36 Design Excellence for Public Projects

Public projects bear a special responsibility to exhibit design excellence. The city and county will work to ensure that new capital projects and transportation facilities are visually attractive and contribute positively to the desired community character.

2.37 Enhanced Design for Private Sector Projects

Through its policies and programs, the city will encourage or require quality architecture and urban design in private sector development that encourages alternative modes of transportation, provides a livable environment and addresses the elements listed below.

- a) The context. Projects should become a coherent part of the neighborhood in which they are placed. They should be preserved and enhanced where the surroundings have a distinctive character. Where there is a desire to improve the character of the surroundings, a new character and positive identity as established through area planning or a community involvement process should be created for the area. Special attention will be given to protecting and enhancing the quality of established residential areas that are adjacent to business areas.
- b) Relationship to the public realm. Projects should relate positively to public streets, plazas, sidewalks, paths, ditches and natural features. Buildings and landscaped areas—not parking lots—should present a well-designed face to the public realm, should not block access to sunlight, and should be sensitive to important public view corridors. Future strip commercial development will be discouraged.
- c) Transportation connections. Projects should provide a complete network of vehicular, bicycle and pedestrian connections both internal to the project and connecting to adjacent properties, streets and paths, including dedication of public rights-of-way and easements where required.
- d) Human scale. Projects should provide pedestrian interest along streets, paths and public spaces.
- e) Permeability. Projects should provide multiple opportunities to walk from the street into projects, thus presenting a street face that is permeable. Where appropriate, they should provide opportunities for visual permeability into a site to create pedestrian interest.
- f) On-site open spaces. Projects should incorporate well-designed functional open spaces with quality landscaping, access to sunlight and places to sit comfortably. Where public parks or open spaces are not within close proximity, shared open spaces for a variety of activities should also be provided within developments.

g) Buildings. Buildings should be designed with a cohesive design that is comfortable to the pedestrian, with inviting entries that are visible from public rights of way. Design innovation and the use of high quality building materials are encouraged.

3. Natural Environment

The natural environment that characterizes the Boulder Valley is a critical asset that must be preserved and protected. It is the framework within which growth and development take place. The city and county recognize that the Boulder Valley is a complex ecological system and that there are inextricable links among our natural environment, the economy, the built environment and community livability. The Boulder Valley is an open system in that our natural and human systems are connected to the region as well as to the entire world. The city and county acknowledge that regional and global changes can have a profound effect on the local environment and that the local economy and built environment can have adverse impacts on natural systems beyond the Boulder Valley.

Boulder has been at the forefront of environmental protection and preservation for many years. The vast amount of natural land protected by the city and county contributes to the high quality of life for residents. The community’s historic and on-going emphasis on clean air and water has resulted in significant progress toward a sustainable and healthy urban environment.

The city places strong emphasis on being a leader and role model to other communities for its exemplary environmental protection practices and accomplishments. The city will continue to develop and implement state of the art environmental policies both community wide and within the city government organization to further its environmental sustainability goals.

The policies in this section support the following city and county goals related to the conservation and preservation of land, water, air resources and pollution prevention:

- Biodiversity and Native Ecosystems
- Urban Environmental Quality
- Geologic Resources and Natural Hazards
- Water and Air Quality

3.01 Incorporating Ecological Systems into Planning

The city and county will approach planning and policy decisions in the Boulder Valley through an ecosystem framework in which natural regions like airsheds and watersheds are considered and incorporated into planning.

3.02 Adaptive Management Approach

The city will employ an adaptive management approach to resource protection and enhancement. An adaptive management approach involves ongoing monitoring of resource conditions, assessment of the effectiveness of management actions, revision of management actions based on new information from research, and learning from experience what works and what does not.

Biodiversity and Native Ecosystems

3.03 Natural Ecosystems

The city and county will protect and restore significant native ecosystems on public and private lands through land use planning, development review, conservation easements, acquisition and public land management practices. The protection and enhancement of biological diversity and habitat for federal endangered and threatened species and state, county and local species of concern will be emphasized. Degraded habitat may be restored and selected extirpated species may be reintroduced as a means of enhancing native flora and fauna in the Boulder Valley.

3.04 Ecosystem Connections and Buffers

The city and county recognize the importance of preserving large areas of unfragmented habitat in supporting the biodiversity of its natural lands and viable habitat for native species. The city and county will work together to preserve, enhance, restore and maintain undeveloped lands critical for providing ecosystem connections and buffers for joining significant ecosystems.

3.05 Maintain and Restore Ecological Processes

Recognizing that ecological processes, such as wildfire and flooding, are integral to the productivity and health of natural ecosystems, the city and county will work to ensure that, when appropriate precautions have been taken for human safety and welfare, ecological processes will be maintained or mimicked in management of natural lands.

3.06 Wetland and Riparian Protection

Natural and human-made wetlands and riparian areas are valuable for their ecological and, where appropriate, recreational functions, including their ability to enhance water and air quality. Wetlands and riparian areas also function as important wildlife habitat, especially for rare, threatened and endangered plants, fish and wildlife. The city and county will continue to develop programs to protect and enhance wetlands and riparian areas in the Boulder Valley. The city will strive for no net loss of wetlands and riparian areas by discouraging their destruction or requiring the creation and restoration of wetland and riparian areas in the rare cases when development is permitted and the filling of wetlands or destruction of riparian areas cannot be avoided.

3.07 Invasive Species Management

The city and county will promote efforts, both public and private, to prevent the introduction or culture of invasive plant and animal species and seek to control their spread. High priority will be given to managing invasive species that have, or potentially could have, a substantial impact on city and county resources.

3.08 Public Access to Public Lands

Certain city and county-owned or managed lands provide a means for educating users on the importance of the natural environment. Public lands may include areas for recreation, preservation of agricultural use, unique natural features, and wildlife and plant habitat. Public access to natural lands will be provided for, except where closure is necessary to protect areas from unacceptable degradation or impacts to agriculture, habitat or wildlife, for public safety, or limits on access necessary to preserve the quality of the visitor experience.

Urban Environmental Quality

3.09 Management of Wildlife-Human Conflicts

The city recognizes the intrinsic value of wildlife in both the urban and rural setting. The city will promote wildlife and land use management practices to minimize conflicts with residents and urban land uses while identifying, preserving and restoring appropriate habitat for wildlife species in the urban area. When a wildlife species is determined to be a nuisance or a public health hazard, a full range of alternative wildlife and land use management techniques will be considered by the city and county in order to mitigate the problem in a manner that is humane, effective, economical and ecologically responsible.

3.10 Urban Environmental Quality

To the extent possible, the city and county will seek to protect the environmental quality of areas under significant human influence such as agricultural and urban lands and will balance human needs and public safety with environmental protection. The city will develop community wide programs and standards for new development and redevelopment so that negative environmental impacts will be mitigated and overall environmental quality of the urban environment will not worsen and may improve.

3.11 Urban Forests

The city will support, promote and, in some cases, regulate the protection of healthy existing trees and the long term health and vitality of the urban forest in the planning and design of public improvements and private development. The city will encourage overall species diversity, native and low water demand tree species where appropriate.

3.12 Water Conservation

The city and county will promote the conservation of water resources through water quality protection, public education, monitoring and policies that promote appropriate water usage. The city will endeavor to minimize water waste and reduce water use during peak demand periods. New development and redevelopment designed to conserve water will be encouraged.

3.13 Integrated Pest Management

The city and county will encourage efforts to reduce the use of pesticides and synthetic, inorganic fertilizers. In its own practices, the city and county commits to the use of integrated pest management principles, which emphasizes the selection of the most environmentally sound approach to pest management and the overall goal of reducing or eliminating the dependence on chemical pest-control strategies. When public or environmental health risks are identified, the city will balance the impacts and risks to the residents and the environment when choosing control measures.

Geologic Resources and Natural Hazards

3.14 Unique Geological Features

Due to its location at the interface of the Great Plains and the Rocky Mountains, Boulder Valley has a number of significant or unique geological and paleontological features. The city and county will attempt to protect these features from alteration or destruction through a variety of means, such as public acquisition, land use planning and regulation, and density transfer within a particular site.

3.15 Mineral Deposits

Deposits of sand, gravel, coal and similar finite resource areas will be delineated and managed according to state and federal laws. Mineral deposits and other non-renewable resources will be used with the greatest practical efficiency and the least possible disturbance to existing natural and cultural resources.

3.16 Hazardous Areas

Hazardous areas that present danger to life and property from flood, forest fire, steep slopes, erosion, unstable soil, subsidence or similar geological development constraints will be delineated, and development in such areas will be carefully controlled or prohibited.

3.17 Hillside Protection

Hillside and ridge-line development will be carried out in a manner that, to the extent possible, avoids both negative environmental consequences to the immediate and surrounding area and the degrading of views and vistas from and of public areas.

3.18 Wildfire Protection and Management

The city and county will require on-site and off-site measures to guard against the danger of fire in developments adjacent to natural lands and consistent with forest and grassland ecosystem management principles and practices. Recognizing that fire is a widely accepted means of managing ecosystems, the city and county will integrate ecosystem management principles with wildfire hazard mitigation planning and urban design.

3.19 Preservation of Floodplains

Undeveloped floodplains will be preserved or restored where possible through public land acquisition of high hazard properties, private land dedication and multiple program coordination. Comprehensive planning and management of floodplain lands will promote the preservation of natural and beneficial functions of floodplains whenever possible.

3.20 Flood Management

The city and county will protect the public and property from the impacts of flooding in a timely and cost-effective manner while balancing community interests with public safety needs. The city and county will manage the potential for floods by implementing the following guiding principles: a) Preserve floodplains b) Be prepared for floods c) Help people protect themselves from flood hazards d) Prevent unwise uses and adverse impacts in the floodplain e) Seek to accommodate floods, not control them. The city seeks to manage flood recovery by protecting critical facilities in the 500-year floodplain and implementing multi hazard mitigation and flood response and recovery plans.

3.21 Non-Structural Approach

The city and county will seek to preserve the natural and beneficial functions of floodplains by emphasizing and balancing the use of non-structural measures with structural mitigation. Where drainageway improvements are proposed, a non-structural approach should be applied wherever possible to preserve the natural values of local waterways while balancing private property interests and associated cost to the city.

3.22 Protection of High Hazard Areas

The city will prevent redevelopment of significantly flood-damaged properties in high hazard areas. The city will prepare a plan for property acquisition and other forms of mitigation for flood-damaged and undeveloped land in high hazard flood areas. Undeveloped high hazard flood areas will be retained in their natural state whenever possible. Compatible uses of riparian corridors, such as natural ecosystems, wildlife habitat and wetlands will be encouraged wherever appropriate. Trails or other open recreational facilities may be feasible in certain areas.

3.23 Larger Flooding Events

The city recognizes that floods larger than the 100-year event will occur resulting in greater risks and flood damage that will affect even improvements constructed with standard flood protection measures. The city will seek to better understand the impact of larger flood events and consider necessary floodplain management strategies including the protection of critical facilities.

Water and Air Quality

3.24 Protection of Water Quality

Water quality is a critical health, economic and aesthetic concern. The city and county will protect, maintain and improve water quality within the Boulder Creek watershed as a necessary component of existing ecosystems and as a critical resource for the human community. The city and county will seek to reduce point and nonpoint sources of pollutants, protect and restore natural water system, and conserve water resources. Special emphasis will be placed on regional efforts such as watershed planning and priority will be placed on pollution prevention over treatment.

3.25 Water Resource Planning and Acquisition

Water resource planning efforts will be regional in nature and incorporate the goals of water quality protection, and surface and ground water conservation. The city will continue to obtain additional municipal water supplies to insure adequate drinking water, maintain instream flows and preserve agricultural uses. The city will seek to minimize or mitigate the environmental, agricultural and economic impacts to other jurisdictions in its acquisition of additional municipal water supply to further the goals of maintaining instream flows and preventing the permanent removal of land from agricultural production elsewhere in the state.

3.26 Drinking Water

The city and county will continually seek to improve the quality of drinking water and work with other water and land use interests as needed to assure the integrity and quality of its drinking water supplies. The city and county will employ a system-wide approach to protect drinking water quality from sources waters to the water treatment plant and throughout the water distribution system.

3.27 Minimum Flow Program

The city will pursue expansion of the existing in-stream flow program consistent with applicable law and manage stream flows to protect riparian and aquatic ecosystems within the Boulder Creek watershed.

3.28 Surface and Ground Water

Surface and groundwater resources will be managed to prevent their degradation and to protect and enhance aquatic, wetland and riparian ecosystems. Land use and development planning and public land management practices will consider the interdependency of surface and groundwater and potential impacts to these resources from pollutant sources, changes in hydrology, and dewatering activities.

3.29 Wastewater

The city will pursue sustainable wastewater treatment processes to achieve water quality improvements with greater energy efficiency and minimal chemical use. Pollution prevention and proactive maintenance strategies will be incorporated in wastewater collection system management. The county will discourage the installation of private on-site wastewater systems where municipal collection systems are available or where a potential pollution or health hazard would be created.

3.30 Protection of Air Quality

Air quality is a critical health, economic and aesthetic concern. The city and county will seek to reduce stationary and mobile source emissions of pollutants. Special emphasis will be placed on local and regional efforts to reduce pollutants, which cause adverse health effects and impair visibility.

4. Energy and Climate

Boulder’s efforts to promote energy efficiency and renewable energy are essential to reducing greenhouse gas emissions and helping reduce the severity of future climate change, as are our efforts to promote alternative transportation options and a compact city form. The objective is to help address energy and climate goals and integrate them with other planning activities, such as decisions regarding development patterns, infrastructure, transportation, economic development, building and site design, and natural resources.

Changes in the dynamics of energy markets as well as the threat of climate change may profoundly affect our community both economically and physically. A number of factors are increasing uncertainty about future energy issues, but rapidly evolving technology and the economic benefits of energy efficiency and renewable energy are providing Boulder and Boulder County with new opportunities to take charge of our energy future and make greater use of local and regional energy resources.

The policies in this section support the city and county’s goals of meeting energy needs, reducing greenhouse gas emissions, and adapting to climate changes:

- Climate Action and Greenhouse Gases
- Energy Conservation and Renewable Energy
- Land Use and Building Design
- Waste and Recycling
- Sustainable Purchasing

Climate Action and Greenhouse Gas Emissions

4.01 Greenhouse Gas Emissions

The city and county will identify and implement innovative as well as cost-effective actions to dramatically reduce the community’s contribution to total global greenhouse gas emissions.

4.02 New Policy: Climate Adaptation Planning

The city and county will cooperatively develop and implement a climate change adaptation plan to identify current vulnerabilities and determine strategies to protect the community against the potential negative impacts associated with climate change. These challenges include droughts, flash flooding, communicable diseases, heat waves, fire mitigation and fire protection and increased road maintenance, among others. The city and county seek to improve the community’s ability to effectively and quickly respond to and recover from adversity and disruptions.

Energy Conservation and Renewable Energy

4.03 Energy Conservation and Renewable Energy

The city and county will implement innovative programs and opportunities for individuals, businesses and organizations to reduce energy consumption and develop local energy generation. The city will support private decisions to use renewable energy, develop local renewable energy resources and preserve options for developing renewable energy in the future. The city will

review and consider revisions to regulations to support on-site energy generation, including solar and wind.

The city and county will pursue an energy path that not only reduces carbon emissions, but also promotes innovation, competition and economic vitality, and will set goals to ensure that the community has access to reliable, competitively priced and increasingly clean energy.

Land Use and Building Design

4.04 Energy-Efficient Land Use

The city and county will encourage energy conservation through land use policies and regulations governing placement, orientation and clustering of development.

4.05 Energy-Efficient Building Design

The city and county will pursue efforts to improve the energy and resource efficiency of new and existing buildings. The city and county will improve regulations ensuring energy and resource efficiency in new construction, remodels and renovation projects and will establish energy efficiency requirements for existing buildings. Energy conservation programs will be sensitive to the unique situations that involve historic preservation and low-income homeowners and renters and will ensure that programs assisting these groups are continued.

Waste and Recycling

4.06 New Policy: Construction Waste Minimization

The city and county will encourage renovation of existing buildings over demolition and will develop policies and programs that promote the reuse of materials salvaged after deconstruction.

4.07 Waste Minimization and Recycling

The city and county will pursue and support programs and activities that reduce the amount of waste that must be landfilled and pursue Zero Waste as a long term goal. Policies, programs and regulations will emphasize waste prevention, reuse, composting, recycling and the use of materials with recycled content.

Sustainable Purchasing

4.08 Environmental Purchasing Policy

The city will maintain a robust Environmental Purchasing Policy for the city organization that promotes the purchase of recycled and compostable products and encourages consideration of materials, length of use, re-use and disposal options, as well as cost when procuring materials and products.

Relevant Links:

CAP and Community Guide

Waste Reduction MP

Built Environment Policies – energy efficient land use

Economy: sustainable business practices

5. Economy

Boulder is recognized and respected throughout the world as a city where companies thrive and people are constantly creating innovative businesses and products. Boulder is fortunate to have a talented, highly educated workforce, world class institutions and a quality of life that allows companies to attract capable employees. Home to a wide variety of small and mid-sized businesses and several significant large employers, Boulder has a clear niche for environmentally sustainable, technological, entrepreneurial, scientific and outdoor-oriented businesses. Economic policies and programs are aimed at supporting and enhancing our community's unique, entrepreneurial assets while achieving essential goals and livability.

Boulder recognizes the need to revitalize its older commercial and industrial areas, renovate “tired buildings” and support renovation and business growth in these areas. As a mature, compact city with little remaining vacant land, the city must engage in strategic planning for redevelopment areas and ensure that economic benefit is a primary outcome. The city also recognizes that economic growth can bring many benefits to the community, including greater tax revenues, local job opportunities, increased diversity, a variety of services and business types and physical improvements. The city will collaborate with the business community to facilitate growth, development, and infrastructure improvements that benefit residents and businesses alike.

The policies in this section support the following goals related to maintaining a sustainable economy:

- Strategic Redevelopment and Sustainable Employment
- Diverse Economic Base
- Quality of Life
- Sustainable Business Practices
- Job Opportunities, Education and Training

Strategic Redevelopment Opportunities and Sustainable Employment

5.01 Revitalizing Commercial and Industrial Areas

The city will develop specific strategies to optimize redevelopment opportunities, partner with the private sector and proactively support redevelopment of commercial and industrial areas.

Examples of areas for revitalization that have been identified are Diagonal Plaza, University Hill Commercial district and the East Boulder Industrial area.

The city will use a variety of tools to create public/private partnerships that lead to successful redevelopment. These tools may include, but are not limited to, area planning, infrastructure improvements, changes to zoning or development standards and incentives including financial incentives, increased development potential or urban renewal authority.

5.02 Regional Job Center

The city is one of several job centers in the region, and significant additional employment growth is projected in the future. The city will adopt policies and strategies that support the city's role as a regional job center in the future consistent with sustainability goals. The city will support the growth and success of existing businesses, including primary and secondary employers.

Diverse Economic Base

5.03 Diverse Mix of Uses and Business Types

The city and county will support a diversified employment base within the Boulder Valley, reflecting labor force capabilities and recognizing the community's strengths in scientific, professional, technological and related industries. The city will identify areas that should be protected for industrial, service and office uses and will evaluate areas with non-residential zoning to ensure that the existing and future needs of a rapidly changing and technologically-oriented global economy and employment base are adequately accommodated. Where appropriate, mixed use development will be encouraged incorporating residential uses and support services for the employment base.

As an integral part of redevelopment and area planning efforts, the city acknowledges that displacement and loss of service and affordable retail uses will be considered in the context of redevelopment and planning goals.

5.04 Vital and Productive Retail Base

The city will develop and implement a retail strategy that will address the market opportunities and shopping needs of the community, ensure an appropriate mix of retail and identify strategies to improve the retail base and the city's sales tax revenues including affordable retail.

5.05 Support for Local Business and Business Retention

The city and county recognize the significant contribution of existing businesses in the local economy and will work to nurture and support established businesses and maintain a positive climate to retain businesses. Business retention and expansion is a primary focus for the city. The existing jobs that are in Boulder are the city's most important jobs.

5.06 Industry Clusters

The city will adopt an industry cluster approach to business development and consider special financial and technical assistance programs and other tools to retain, expand and attract businesses in those clusters. Cluster efforts focus on supporting multiple businesses in an industry. Boulder's primary clusters include: the technological and scientific sectors, natural and organic products, biosciences, active living / outdoor recreation, clean technology and creative arts. Boulder acknowledges that these clusters will evolve and change over time.

Quality of Life

5.07 Funding City Services and Urban Infrastructure

The city will encourage a strong sustainable economy to generate revenues to fund quality city services for the public that are consistent with community goals and character.

The city recognizes that urban infrastructure and amenities are important to the quality of life of residents, employees and visitors to the community. A strong and complete transportation system is essential to a thriving economy, helps attract and retain key businesses and employers and provides regional access to global markets. The city will continue to plan for and invest in urban amenities such as bike paths, parks, public spaces, quality gathering places as well as community services.

5.08 Role of Tourism in the Economy

Recognizing the unique qualities of Boulder, the city supports ongoing tourism efforts with various partners including the Boulder Convention and Visitors Bureau, study the existing and future role of tourism in the community, track the impact of tourism on the economy and invest in ways to enhance the sector.

5.09 Role of Arts and Cultural Programs

The city and county will support and encourage further development of arts and cultural programs that can serve as attractors for new business investment and visitors to the city. The city values the arts within the public realm and will work to enhance the capacity of arts and culture to act as an economic generator.

5.10 New Policy: Communications

The city will support and facilitate the development of technologically-advanced communications infrastructure and other improvements that will provide support to the community, help businesses thrive and grow as well as facilitate the growth of emerging telecommunications industries.

Sustainable Business Practices

5.11 New Policy: Sustainable Business Practices

The city will promote and encourage sustainable and energy efficient business practices. The city will continue to establish and maintain programs to assist businesses and individuals in reducing energy costs, employing sustainable practices, making building renovations to reduce greenhouse gas emissions and reducing transportation impacts.

5.12 New Policy: Home Occupations

The city will evaluate regulations for home based occupations to balance potential impacts to residential neighborhoods and reflect the goal of allowing more flexibility to have home based businesses, neighborhood services, and employment opportunities. The city supports the entrepreneurial activity of residents who are in the very early stages of creating start up companies or providing neighborhood services, supports people's efforts to reduce number and length of trips and will revise its regulations to be responsive to new uses and types of businesses, and neighborhood services that may be compatible with residential areas.

5.13 New Policy: Responsive to Changes in the Marketplace

The city recognizes that development regulations and processes have an impact on the ability of business to respond to changes in the marketplace. The city will work with the local business community to make sure regulations and development review processes provide a level of flexibility to allow for creative solutions while meeting broader community goals. This could involve modifying regulations to make them more responsive to emerging technologies, and evolving industry sectors.

Job Opportunities, Education and Training

5.14 Employment Opportunities

The city and county will encourage local employers to provide employment opportunities for all persons including the local unemployed and underemployed work force, and to implement equal opportunity and workplace diversity programs in cooperation with various agencies providing employment assistance programs.

5.15 Business Partnerships

The efforts of the city and the private sector to enhance the economic prosperity of the community are directly and indirectly supported by many organizations and entities. These include the University of Colorado, Downtown Boulder Inc., Boulder Chamber, Boulder Economic Council, Boulder Convention and Visitors Bureau, Boulder Innovation Center, the Boulder Valley School District, the Boulder Independent Business Association and other groups. Though each has an independent focus, their work contributes to the overall quality of life enjoyed within the community.

5.16 Support for the University of Colorado and Federal Labs

The city and county understand the central role that the federal labs and the University of Colorado play in our economy. The city will take an active role in efforts to preserve the state and federal funding for these entities to ensure they remain in Boulder and will pursue mutually beneficial partnerships. The city recognizes the importance of having strong institutions for higher education, continuing education and workforce training thriving in the community. Also, the seminal role of the University of Colorado, a world class research university, and the federal labs in technology transfers, tech start ups and entrepreneurial business creation needs to be fully understood, evaluated and enhanced. The city will work with CU to further the community's goals for sustainable urban form as university owned land is developed or redeveloped.

5.17 New Policy: Diverse Workforce, Education and Training

The city and county will encourage and support the Boulder Valley School District as well as the variety of post-secondary educational institutions to offer quality continuing education and vocational training. The city will support efforts to add focused workforce vocational training facilities, including those that provide training for "green" jobs.

Related Topics:

- See the Built Environment Section for policies related to infill/redevelopment priorities, enhancing activity centers, mixed-use development, and historic preservation.
- See Community Well-Being Section for policies on community infrastructure and ability of people to meet their basic needs.
- See Transportation Section for policies on improving the transportation system.
- See Energy and Climate Action for policies on support for sustainable practices and buildings.
- See Local Food and Agriculture for policies on access to markets for food and agricultural products.

6. Transportation

The Boulder Valley Comprehensive Plan and the city’s Transportation Master Plan (TMP) have the fundamental premise that the transportation system be developed and managed in conjunction with land use, social and environmental goals. A mature community like Boulder has little opportunity or desire to add road capacity as widening streets and building new roads would have significant negative environmental, community character and financial impacts. Consequently, the strategies of the TMP center on maintaining and developing a balanced transportation system that supports all modes of travel, on making the system more efficient in carrying travelers, maintaining a safe system and on shifting trips away from the single-occupant vehicle.

Boulder’s challenge is to manage and improve the existing system to accommodate increasing demands for travel, both local and regional, through greater efficiency, better access, and by providing a broader range of travel choices. Important issues and trends include:

- Limited funding for both new infrastructure and maintenance of existing resources at all levels of government;
- Increasing importance of frequent and affordable regional transit; and
- Increasing energy costs with corresponding increases in the cost of travel.

The policies in this section support the following city and county goals related to providing a balanced, multimodal transportation system:

- Complete Transportation System
- Integration of Land Use and Transportation
- Air Quality
- Boulder Municipal Airport

Complete Transportation System

6.01 All-Mode Transportation System

The Boulder Valley will be served by an integrated all-mode transportation system, developed cooperatively by the city and county. This transportation system will include completed networks for each mode, make safe and convenient connections between modes, and provide seamless connections between the city and county systems. Improvements to the travel corridors network will be made in a manner that preserves or improves the capacity or efficiency of all modes and recognizes pedestrian travel as a component of all trips.

6.02 Reduction of Single Occupancy Auto Trips

The city and county will support greater use of alternatives to single occupancy automobile travel. It is the city’s specific objective to continue progress toward ‘no long-term growth in traffic’ from 1994 levels through the year 2025 within the Boulder Valley. Both the city and county are committed to reductions in green house gas emissions. These efforts will include other communities and entities and will include developing and implementing integrated travel demand management programs and new services. Within the city, new developments will be required to include travel demand management to reduce the vehicle miles traveled produced by the development.

6.03 Congestion

The city and county will strive to limit the extent and duration of congestion, defined as Level of Service (LOS) F, to 20 percent of the roadway system within the Boulder Valley while providing for increased mobility.

6.04 Regional Cooperation

The city and county will work to develop regional consensus for multimodal improvements to regional corridors, and work with the Colorado Department of Transportation and the Regional Transportation District (RTD) to develop high quality, high frequency transit service between the communities of the region and between centers of employment and housing.

6.05 Accessibility

The city and county will develop a complete all-mode transportation system that accommodates all users, including people with mobility impairments, as well as youth, older adults and low-income persons. Efforts should focus on giving people options to live well without a car and may include prioritizing affordable public transportation and transit passes.

6.06 Mobility Services

The city and county will increase their support for mobility services for older adults and people with disabilities to reflect the expected increases in these populations.

6.07 Investment Priorities

To protect previous investments and ensure efficient use of existing travel corridors, the city and county will prioritize their investment first to maintenance and safety improvements of the existing systems. Second priority is given to capacity additions for the non-automotive modes and efficiency improvements for existing road facilities that increase levels of service without adding general purpose lanes.

6.08 Transportation Impact

Traffic impacts from a proposed development that cause unacceptable community or environmental impacts or unacceptable reduction in level of service will be mitigated. All development will be designed and built to be multimodal, pedestrian-oriented and include strategies to reduce the vehicle miles traveled generated by the development. New development will provide continuous pedestrian, bike and transit systems through the development and connect these systems to those surrounding the development. The city and county will provide tools and resources to help businesses manage employee access and mobility and support public-private partnerships, such as transportation management organizations, to facilitate these efforts.

Land Use Integration

6.09 Integration with Land Use

Three intermodal centers will be developed or maintained in the downtown, Boulder Junction and on the university's main campus as anchors to regional transit connections and as hubs for connecting pedestrian, bicycle and local transit to regional services. The land along multimodal corridors will be designated as multimodal transportation zones when transit service is provided on that corridor. In these multimodal transportation zones, the city will develop a highly connected and continuous transportation system for all modes, identify locations for mixed use and higher density development integrated with transportation functions through appropriate design, and develop parking maximums and encourage parking reductions. The city will complete missing links in the transportation grid through the use of area transportation plans and at the time of parcel redevelopment.

6.10 Managing Parking Supply

Providing for vehicular parking will be considered as a component of a total access system of all modes of transportation - bicycle, pedestrian, transit and vehicular - and will be consistent with

the desire to reduce single occupant vehicle travel, limit congestion, balance the use of public spaces and consider the needs of residential and commercial areas. Parking demand will be accommodated in the most efficient way possible with the minimal necessary number of new spaces. The city will promote parking reductions through parking maximums, shared parking, unbundled parking, parking districts and transportation demand management programs.

6.11 Transportation Facilities in Neighborhoods

The city and county will strive to protect and improve the quality of life within neighborhoods while developing a balanced transportation system. Improving access and safety within neighborhoods by controlling vehicle speeds or providing multi-modal connections will be given priority over vehicle mobility. The city and county will design and construct new transportation facilities to minimize noise levels. Neighborhood needs and goals will be balanced against the community benefit of a transportation improvement.

6.12 Neighborhood Streets Connectivity

Neighborhood streets and alleys will be developed in a well connected and fine grained pattern to facilitate public access, to effectively disperse and distribute vehicle traffic and promote bike and pedestrian travel.

Air Quality

6.13 Improving Air Quality

The city and county will design the transportation system to minimize air pollution by promoting the use of non-automotive transportation modes, reducing auto traffic, encouraging the use of fuel efficient and alternatively fueled vehicles that demonstrate air pollution reductions and maintaining acceptable traffic flow.

Boulder Municipal Airport

6.14 Municipal Airport

The Boulder Municipal Airport will continue as a small-scale general aviation airport. The city will seek to mitigate noise, safety and other impacts of airport operation while assuring that new development in proximity will be compatible with existing and planned use of the airport.

7. Housing

The range of available housing opportunities helps to define a community. The social, economic and environmental well-being of the community is enhanced when individuals and families are retained, workforce housing is available, and existing residents with changing or special housing needs are served. The Boulder Valley Comprehensive Plan, which identifies desired locations, densities and types of housing planned for Boulder, is an integral link in the community's housing strategy. Through a variety of policies, programs and regulations, the type, number, and affordability of new and existing housing units can be influenced, and programs and assistance made available to those who have limited resources or special needs.

The high cost of local housing results in many households paying a disproportionate amount of their income for housing or moving farther from their work in order to find housing that they can afford. Households who are burdened by housing costs or by the combined costs of housing and transportation have less money available for other necessities and may find it difficult to actively participate in the community, which can lead to additional demands on supportive human services and to an exclusion of key members of our society from the civic infrastructure.

Emerging trends facing the community include:

- Growth in the senior population;
- The addition of over 5,000 university students by 2030;
- The growing difficulty of providing affordable housing attractive to families with children in a land-constrained community; and
- The need to evaluate regulations to creatively accommodate an expanding variety of household types, including multi-generational households.

The policies in this section support the following city and county goals related to housing:

- Local Support for Community Housing Needs
- Preserve Housing Choices
- Advance and Sustain Diversity
- Integrate Growth and Community Housing Goals

Local Support for Community Housing Needs

7.01 Local Solutions to Affordable Housing

The city and county will employ local regulations, policies, and programs to meet the housing needs of their low and moderate income households and workforce. Appropriate federal, state and local programs and resources will be used locally and in collaboration with other jurisdictions. The city recognizes that affordable housing provides a significant community benefit and will continually monitor and evaluate its policies, programs and regulations to further the city's affordable housing goals.

7.02 Permanently Affordable Housing

The city will increase the proportion of permanently affordable housing units to an overall goal of at least ten percent of the total existing housing stock through regulations, financial subsidies and other means. City resources will also be directed toward maintaining existing permanently affordable housing units and securing replacements for lost low and very low income units.

7.03 Populations with Special Needs

The city and county will encourage development of housing for populations with special needs including residences for people with disabilities, populations requiring group homes or other specialized facilities, and other vulnerable populations where appropriate. The location of such housing should be in proximity to shopping, medical services, schools, entertainment and public transportation. Every effort will be made to avoid concentration of these homes in one area.

7.04 Strengthening Community Housing Partnerships

The city will create and preserve partnerships dedicated to the community's housing needs by supporting private and nonprofit agencies that create and maintain permanently affordable housing in the community, and fostering nonprofit and private sector partnerships. The city recognizes the role of the university in the housing market and will encourage the University of Colorado and other post-secondary institutions in their efforts to increase the amount of on-campus housing.

7.05 Strengthening Regional Housing Cooperation

The city and the county will work to enhance regional cooperation on housing issues to address regional housing needs and encourage the creation of housing proximate to regional transit routes. Such efforts include the Regional HOME Consortium and the Ten Year Plan to Address Homelessness.

Housing Choices

7.06 Mixture of Housing Types

The city and county, through their land use regulations and housing policies will encourage the private sector to provide and maintain a mixture of housing types with varied prices, sizes and densities, to meet the housing needs of the full range of the Boulder Valley population.

7.07 Preserve Existing Housing Stock

The city and county, recognizing the value of their existing housing stock, will encourage its preservation and rehabilitation through its land use policies and regulations. Special efforts will be made to preserve and rehabilitate existing housing serving low and moderate income individuals and households.

7.08 Preservation and Development of Manufactured Housing

Recognizing the importance of manufactured housing as an option for many households, the city and county will encourage the preservation of existing mobile home parks and the development of new manufactured home parks, including increasing opportunities for resident-owned parks. Whenever an existing mobile home park is found in a hazardous area, every reasonable effort will be made to reduce or eliminate the hazard, when feasible, or to help mitigate for the loss of housing through relocation of affected households.

Diversity

7.09 Housing for a Full Range of Households

The city and county will encourage preservation and development of housing attractive to current and future households, persons at all stages of life and to a variety of

household configurations. This includes singles, couples, families with children and other dependents, extended families, non-traditional households and seniors.

7.10 Balancing Housing Supply with Employment Base

Expansion of the Boulder Valley housing supply should reflect to the extent possible current employer locations, projected industrial/commercial development sites, variety of salary ranges, and the demand such developments bring for housing employees. Key considerations include housing type, mix, and affordability. The city will explore policies and programs to increase housing for Boulder workers by fostering mixed-use and multi-family development proximate to transit, employment or services and by considering the conversion of commercial and industrial zoned or designated land to residential use.

Growth and Community Housing Goals

7.11 Incorporate Mix of Housing in Future Service Area

In considering future expansion of the Service Area, the city will identify possible sites for housing that serves low and moderate income households. Designation of land uses in new growth areas will provide for a mixture of housing types and densities in order to meet the diversity of housing needs.

7.12 Conversion of Residential Uses in the Community

The city will evaluate and revise its regulations to reduce the opportunities for the conversion of residential uses to non-residential uses or to require mitigation for residential units lost through the redevelopment of existing housing or the conversion of a residential use to non-residential uses.

7.13 Integration of Permanently Affordable Housing

Permanently affordable housing, whether publicly, privately or jointly financed will be designed as to be compatible, dispersed, and integrated with housing throughout the community.

7.14 Minimizing Displacement

The city will evaluate its policies and regulations in order to minimize the negative effects of displacement on low income persons when housing sites are redeveloped by the private sector. Available relocation assistance options in the community will continue to be offered to displaced low-income persons.

8. Community Well-Being

Boulder, like all communities, is much more than its physical form. It is composed of people as well as the places where they live and work; it is as much a social environment as it is a physical environment. Boulder is a center of active living, attracting residents, businesses and visitors who value community and individual health. The city is committed to continuing to be a national leader in promoting the physical health and welfare of the community as well as promoting civil and human rights.

Boulder is a fluid, growing community, with changing demographics. The city and county proactively anticipate and plan for emerging demographic trends and social issues, including:

- Needs of a growing **older adult population** and their family caregivers;
- Healthy child and youth development and opportunities to be contributing members of the community;
- Support and inclusion of **immigrants** into the community;
- Impacts of a large **university population** on housing and other infrastructure;
- Need for ongoing support of services and facilities for **basic needs** such as food, health care, shelter, child care, elder care, and education and training;
- Support for **community non-profits**; and
- **Accessibility and affordability** of basic health and human services.

In providing human services, the vision for Boulder is to create and support a comprehensive safety net of services for residents, through coordinated regional planning, service delivery, and integrated partnerships. Generally, Boulder County provides state and federally mandated programs, entitlement programs and countywide services. The city provides services identified as important to the Boulder community including safety net services and early intervention and prevention services to meet critical human service needs.

The policies in this section support the city's and county's goals related to:

- Human Services
- Social Equity
- Community Health
- Community Infrastructure and Facilities

Human Services

8.01 Providing for a Broad Spectrum of Human Needs

The city and county will develop and maintain human service programs that provide for the broad spectrum of human needs, from safety net services to early intervention and prevention programs which mitigate more costly, long-term interventions and forestall worsening social conditions. Services balance meeting immediate needs with long-term solutions to critical social issues.

8.02 Regional Approach to Human Services

The city will continue its collaborative role in human services planning and funding through partnerships with other agencies and local governments. The city and county will coordinate a regional approach such as that articulated in the Ten-Year Plan to Address Homelessness and the Human Services Strategic Plan. The city will seek to address the disproportionate burden placed on Boulder as a key regional service center.

Social Equity

8.03 Equitable Distribution of Resources

The city will work to ensure that basic services are accessible and affordable to those most in need. The city and county will consider the impacts of policies and planning efforts on low and moderate income and special needs populations and ensure impacts and costs of sustainable decision making do not unfairly burden any one geographic or socio-economic group in the city. The city and county will consider ways to reduce the transportation burden for low income and disabled populations, enabling equal access to community infrastructure.

8.04 Addressing Community Deficiencies

The city will identify barriers to provision of important basic human services and work to find solutions to critical social issues such as lack of housing options for very low income and special needs populations, access to and affordability of basic services, and limited availability of affordable retail products.

8.05 Diversity

The community values diversity as a source of strength and opportunity. The city and county will support the integration of diverse cultures and socio-economic groups in the physical, social, cultural and economic environments; promote opportunities for community engagement of diverse community members; and promote formal and informal representation of diverse community members in civic affairs.

Community Health

8.06 Safety

The city will promote safety by fostering good neighborhood relations, building a sense of community pride and involvement, and promoting safe and attractive neighborhoods. The city and county will provide police, fire protection and emergency management services and preparedness education to ensure a safe community.

8.07 Physical Health

The city and county strive to ensure that this community continues to be a leader in promoting physical health and welfare of community members. The city recognizes that physical activity is essential to health and well-being. The city will support opportunities for people to exercise. Neighborhood and community design will encourage physical activity by establishing easy access to parks and trails, and locating activity centers close to where people live, work and attend school. The city will support community health programs such as: obesity prevention, outdoor education, safe routes to school, and healthy eating.

Community Infrastructure and Facilities

Elementary and Secondary Schools

8.08 Planning for School Sites and Facilities

The city and county will assist the Boulder Valley School District in its planning efforts to assure that the number, size and location of school lands and facilities is adequate to serve the population for the foreseeable future. The city and county will consider current and projected school enrollment and available school capacities when approving the type, scale and timing of residential development. The city and county will work with the school district to consider transportation impacts when planning for school sites and facilities.

8.09 Accessibility to Schools

The city and county will work with the Boulder Valley School District to develop safe and convenient pedestrian, bicycle and transit access for students to existing and new schools. New school facilities will be located so that school-age children have the opportunity to arrive safely on their own.

Community Facility Needs

8.10 Support for Community Facilities

The city and county recognize the importance of educational, health and non-profit community agencies that provide vital services to the residents of the Boulder Valley and will work collaboratively with these agencies to reasonably accommodate their facility needs and consider location based on transportation accessibility.

Parks and Trails

8.11 Parks and Recreation

Park and recreation facilities and services of the city or other service entities will provide an adequate range of exercise and recreational opportunities for residents. Such facilities and services will be designed in a manner that responds to the needs of the intended users. City park and recreation facilities will provide a variety of landscape types as amenities and recreational resources for urban dwellers, including irrigated green spaces, low water need plantings and natural vegetation areas.

8.12 Trail Functions and Locations

Trails serve a variety of functions such as exercise, recreation, transportation, education and/or environmental protection. Trails should be designed and managed to minimize conflicts among trail users. Trailheads should be located so they are convenient and safe for those arriving by alternate modes of transportation as well as automobiles. In order to provide environmental protection, informal trails and user widening of trails should be discouraged by ensuring that formal trails are well designed, monitored and adequately maintained. Trail and trailhead locations and alignments should avoid environmentally sensitive areas and minimize environmental impacts.

8.13 Trails Network

The city and county will coordinate with other trail providers and private landowners in trail system planning, construction, management and maintenance. Where compatible with environmental protection goals and conservation easement agreements, trail connections will be developed to enhance the overall functioning of the trails network.

Culture

8.14 Libraries

Library facilities and services of the Boulder Valley will be responsive to the needs of all populations, providing an adequate range of informational, educational and intellectual opportunities for all residents.

8.15. Information Resource/Community Center

The city will provide access to information through a variety of formats providing materials, technology and services to enhance the personal development of the community's residents. In its role as the community's public and civic information center, the library will provide venues for community group meetings and resources and services to meet the needs of the community's

multicultural and special populations. Other community gathering spaces and information sources include the city and county websites, municipal buildings, and recreation and senior centers.

8.16 Education Resource

The city will seek to provide educational and literacy resources and services for the community. The city will develop and maintain resources to assist learners and students of all ages, including support for formal education programs, and provide public workspaces and independent learning resources. The city will develop collaborative relationships with community educational institutions and function as a research center for residents.

8.17 Performing and Visual Arts

The city, recognizing the need to enhance the personal development of the public and to build a sense of community by providing for cultural needs, will encourage the provision of facilities for the performing and visual arts and the provision of art in public buildings and spaces.

8.18 The Arts

The city and county recognize and support the arts. They are central to the cultural life for children, youth and adults of the Boulder community and a clean industry that contributes significantly to the Boulder economy. They present significant quality of life advantages to the Boulder community through education, entertainment and the aesthetic environment and provide a vehicle to bring together people of all walks of life and diverse ages, genders, religions, abilities, opinions, races, ethnicities, classes, and economic means for better communication and mutual understanding.

8.19 Public Art

The city and county will incorporate artistic elements in public projects whenever possible.

8.20 Canyon Boulevard Cultural Corridor

The city will encourage public and private projects within the Canyon Boulevard Cultural Corridor to have an arts focus and to incorporate public art.

9. Agriculture and Food

A strong local food system can positively impact the resiliency, health, economy and environment of the Boulder Valley and surrounding region. Food choices and their method of production represent one of the most significant impacts that humans have on the world around us. Sustainable agricultural practices and short distances to transport food can help reduce energy used to feed the community. Access to safe food, including locally grown food for all Boulder residents is a top priority for our community. It is important that healthy food be available to individuals and families in all neighborhoods, regardless of economic situation and location.

Roots in progressive food movements run deep in Boulder County and have contributed to the dynamic and thriving natural foods industry. Many local restaurants specialize in providing local ingredients in their food, garden to table processes have been developed in local schools, and the desire for a year-round farmers market are all indications of people's growing interest and demand for locally produced food.

The city and county have made significant contributions to the preservation of lands suitable for agricultural production, and the water needed to use these areas for agriculture. Most agricultural production in the Boulder Valley occurs on city and county open space.

The following policies on agriculture and access to local food guide public policy and decision-making to move our community toward a more robust agricultural economy and ensuring everyone has access to food.

- Support for Agriculture
- Local Food Production
- Sustainable Agricultural Practices
- Regional Efforts to Enhance the Food System
- Urban Gardening and Food Production
- Access to Locally Produced Food

9.01 Support for Agriculture

The city and county will encourage the preservation and sustainable use of agricultural lands as a current and renewable source of food and feed and for their contribution to cultural, environmental and economic diversity. These areas are important for preserving the rural character of Area III. The city and county will demonstrate and encourage the protection of significant agricultural areas and related water supplies and facilities, including the historic and existing ditch systems, through a variety of means, which may include public acquisition, land use planning, and sale or lease of water for agricultural use.

9.02 Local Food Production

The city and county will encourage and support local food production to improve the availability and accessibility of healthy foods and to provide other educational, economic and social benefits. The city and county support increased growth, sales, distribution and consumption of foods that are healthy, sustainably produced and locally grown for all Boulder Valley residents with an emphasis on affordable access to food for everyone and long term availability of food.

9.03 Sustainable Agriculture Practices

The city and county will promote sustainable agricultural practices on publicly owned lands and will encourage them on private lands. Sustainable practices include food production methods that

2013 City Council Committee Assignments

INTERGOVERNMENTAL ORGANIZATIONS

Beyond the Fences Coalition	Morzel, Plass
Boulder County Consortium of Cities	Karakehian
Colorado Municipal League (CML) – Policy Committee	Jones, Appelbaum (Castillo – staff alternate)
Denver Regional Council of Governments (DRCOG)	Jones
Housing Authority (Boulder Housing Partners)	
Metro Mayors Caucus	Appelbaum
National League of Cities (NLC)	Appelbaum
Resource Conservation Advisory Board	Plass, Morzel (at large seat)
Rocky Flats Stewardship	Morzel, Plass (1 st alternate), Castillo (2 nd alternate)
University of Colorado (CU) / City Oversight	Jones, Karakehian
US36 Mayors and Commission Coalition	Appelbaum,
US36 Commuting Solutions	Karakehian
Urban Drainage and Flood Control District	Morzel

LOCAL ORGANIZATIONS

Boulder Museum of Contemporary Art (BMoCA)	Cowles
Boulder Convention and Visitors Bureau	Plass
Dairy Center for the Arts	Karakehian
Downtown Business Improvement District Board	Plass, Jones

INTERNAL CITY COMMITTEES

Audit Committee	Morzel, Cowles
Boards and Commissions Committee	Plass
Boulder Urban Renewal Authority (BURA) Mayoral Appointment	
Charter Committee	Morzel, Cowles, Karakehian
Civic Use Pad/ 9 th and Canyon	Morzel, Jones
Council Budget Action Plan Committee	Plass
Evaluation Committee	Karakehian, Morzel
Legislative Committee	Karakehian, Jones

SISTER CITY REPRESENTATIVES

Jalapa, Nicaragua	Jones
Kisumu, Kenya	Morzel
Llasa, Tibet	
Dushanbe, Tajikistan	Karakehian
Yamagata, Japan	
Mante, Mexico	Plass
Yateras, Cuba	Cowles
Sister City Sub-Committee	Morzel, Cowles

2013 City Council Committee Assignments

INTERGOVERNMENTAL ORGANIZATIONS

Beyond the Fences Coalition	Morzel, Plass
Boulder County Consortium of Cities	Karakehian, Wilson (alt)
Colorado Municipal League (CML) – Policy Committee	Jones, Appelbaum (Castillo – staff alternate)
Denver Regional Council of Governments (DRCOG)	Becker, Jones (Alternate)
Housing Authority (Boulder Housing Partners)	Ageton
Metro Mayors Caucus	Appelbaum
National League of Cities (NLC)	Appelbaum
Resource Conservation Advisory Board	Plass, Morzel (at large seat)
Rocky Flats Stewardship	Morzel, Plass (1 st alternate), Castillo (2 nd alternate)
University of Colorado (CU) / City Oversight	Wilson, Jones, Karakehian
US36 Mayors and Commission Coalition	Appelbaum, Ageton (alternate)
US36 Commuting Solutions	Ageton, Karakehian (alternate)
Urban Drainage and Flood Control District	Morzel

LOCAL ORGANIZATIONS

Boulder Museum of Contemporary Art (BMoCA)	Cowles, Becker (alternate)
Boulder Convention and Visitors Bureau	Becker, Plass (alternate)
Dairy Center for the Arts	Karakehian
Downtown Business Improvement District Board	Plass, Jones

INTERNAL CITY COMMITTEES

Audit Committee	Morzel, Becker, Cowles
Boards and Commissions Committee	Ageton, Plass
Boulder Urban Renewal Authority (BURA) Mayoral Appointment	Becker (appointed through 2015)
Charter Committee	Morzel, Cowles, Ageton, Karakehian
Civic Use Pad/ 9 th and Canyon	Morzel, Jones, Becker
Council Budget Action Plan Committee	Ageton, Becker, Plass
Evaluation Committee	Karakehian, Morzel
Legislative Committee	Ageton, Karakehian, Wilson, Jones

SISTER CITY REPRESENTATIVES

Jalapa, Nicaragua	Jones
Kisumu, Kenya	Morzel
Llasa, Tibet	Ageton
Dushanbe, Tajikistan	Karakehian
Yamagata, Japan	Wilson
Mante, Mexico	Plass
Yateras, Cuba	Cowles
Sister City Sub-Committee	Morzel, Cowles

Council Working Agreements

Council Process:

- The Council will work on general discipline in being prepared to ask questions and make comments.
- The Council asks the Mayor to intervene if discussion on agenda items extends beyond a reasonable time frame.
- The council will engage in the practice of colloquy to fully explore the different sides of a specific point.
- The Mayor will ask the city clerk to set the timer lights for council members if discussions begin to exceed efficient debate. Members should respect the lights as a time reminder, but will not be bound by them as absolute limits.
- Rather than restating a point, council members should simply say "I agree."
- The council agenda committee may, with advance notice, adjust each public speaker's time to two rather than three minutes during public hearings for items on which many speakers want to address the council.
- Council members will grant each other permission to mentor and support each other on how each person contributes to the goal of being accountable for demonstrating community leadership.
- In order to hear each other respectfully and honor the public, council will avoid body language that could convey disrespect, side conversations, talking to staff, whispering to neighboring council members, passing notes, and leaving the council chambers.
- Regarding not revisiting past discussions, the council should check-in with fellow members periodically to ensure that this is not an issue.

Council Communication:

- Council members agree to keep quasi-judicial roles scrupulously clean between members of boards and members of council, like expressing ideas to board members on things coming before the Board, and carefully disclose or recuse themselves when they're involved with board members on a topic.
- Council agrees to e-mail the city manager about issues that they run into that staff or boards may be working on so that the manager can be actively involved in managing issues and keeping the full council informed well in advance of items coming before council for action.
- Members will keep the full council informed on issues from committees, public groups or other agencies that they are following, the a hot line e-mails, brief verbal reports at the end of council meetings or other means.
- The Council will find ways to support majority council decisions and adequately inform the public, through response letters that explain how divergent points of view were heard and honored in decisions, via standard e-mail responses for hot issues, by occasional council Letters to the Editor to clarify the facts, or by seeking out reporters after meetings to explain controversial decisions.

Council Committees

- Council goal committee meetings will be scheduled to accommodate the council members on the committee.
- Notice of the times and places for each goal committee meeting will be noticed once per month in the Daily Camera.
- The council agenda will include time for reports from committees under Matters from Members of Council, noting that written communications from the committees are appropriate as well.



City of Boulder

Finance Department

Tax and License Division

Sales and Use Tax · Community Information · Special Event Liquor ·
Liquor License · Dog License · Miscellaneous License · Marijuana Business

January 3, 2014

Concerning the Beverage Licensing Authority's (BLA) Input for the 2014 City Council Retreat and the three questions posed to Boards and Commissions, the BLA discussed this matter at their December 18, 2013 hearing and the BLA responded as below summarized:

- (1) Council Question: What are your top priorities within the framework of the council work plan?

BLA's response: The BLA stated that given the council's top priorities concerning the civic center master plan that they would suggest that if liquor licenses are part of the redevelopment, that liquor licenses should be integrated into the overall master plan and that council should seek feedback or input from the BLA as to the number of licenses, type of businesses, and density of licenses and density of development that should be included in the master plan.

- (2) Council Question: What would you like to see done that would advance the Council Goals?

BLA response: The BLA stated that under council's goals concerning alcohol land use changes that BLA continues to be interested in late night business licenses processes and would like for that licensing process to be moved forward in 2014. The BLA members commented any late night business licensing process should be cost recovery so that the fee defrays the cost of both for the license process and additional enforcement costs for late night activity. There was discussion that the BLA may not be the proper board to deliberate on late night business licenses.

- (3) Council Question: How can your board help reach the council goals?

BLA response: As detailed above, BLA discussed that late night business licenses should be revisited in 2014. The BLA is also open to providing comment and input on liquor licensing as part of the civic center master plan.

Sincerely yours,



Mishawn J. Cook
Tax and License Manager, CMC
Main: (303) 441-4192; Direct: (303) 441-3010
Fax: (303) 441-1919
Email: cookm@bouldercolorado.gov
Website: www.bouldercolorado.gov/tax-license



MEMORANDUM

TO: Boulder City Council
FROM: Boulder Housing Partners Board of Commissioners
DATE: January 3, 2014
RE: Input for Council Retreat

Thank you for the opportunity to provide ideas and information for your retreat. We begin with three compelling data points that frame our comments.

- Every household in Boulder with an income less than \$96,000 annually has an affordable housing problem.
- Boulder loses 1,000 market-affordable units annually due to price inflation and replaces those lost units with an average of 50 affordable units each year.
- And, every household that leaves Boulder in search of affordability and drives back in to work undermines the investment that Boulder citizens clearly want to make in a cleaner environment.

2014 is a strategic planning year for Boulder Housing Partners. In order to develop a near and midterm strategic plan, BHP retained the services of Charles Buki and his company, czb LLC to evaluate a range of data; recent sales data, recent analysis procured by the City (BBC May 2013 report), and other relevant information useful to developing an understanding of the housing situation in Boulder at the start 2014. The supporting data related to the three conclusions above is stunning

According to a preliminary czb report submitted to BHP this week¹:

“The Boulder market has been so robust for so many years that a conventional response – no matter how transactionally creative on a deal-by-deal basis – will not yield meaningful impacts. The significant accomplishments of the Boulder community in making it one of the most desirable places in America to live also make it one of the most expensive. Consequently, Boulder’s lessening levels of economic diversity and increasing commuter pressures are, in reality, outgrowths of an ever more severe affordable housing problem.

Though the magnitude of this problem is relatively new, the Boulder community has a long history of recognizing the importance of affordable housing, and doing something about it. Among the most innovative and compelling efforts nationally, in fact, is Boulder’s inclusionary zoning policy, which stands as a major testament to the community’s attempt to ensure a measure of affordability. Our analysis

¹ Until noted, the balance of this memo is czb’s report to BHP.

suggests however, that despite such policies and the significant work of BHP and others, the enormity of today's problem requires an even more substantial set of responses.

We (czb) found that a significant percentage of the 55,000 cars that are driven into the City of Boulder each morning transport baristas, college employees (nearly 4,500 of them), public school teachers, janitors, radiology technicians, city staff, cashiers, and others to jobs that pay too little for them to acquire housing in the city. While some commute because housing costs are so prohibitive they have no other option, and others do so to secure their home *of choice*, the bottom line numbers are striking.

- ✓ Off campus student housing demand coupled with the rental housing needs of the city's 19,000 low wage workers means the city is *short more than 8,000 low-income apartments*, and that's before taking into account the rental housing needs of *another* 16,000 moderate wage households (health care, local government, administrative services). See detail just below.
- ✓ During the period 2000-2013, the number of owner-occupied homes valued below \$200,000 fell by more than 2,800 (a 51% drop), and those valued below \$300,000 fell from 11,316 in 2000 to 4,442 by 2012 – a 61% decline. On one hand sellers are making money; on the other, a consequence is that the typical buyer in 2000 employed in Boulder is now residing in Longmont and commuting.
- ✓ In 2000 there were 223 homes in Boulder valued at more than \$1M; today there are 1,755; In 2000 there were 2,592 homes in Boulder valued at more than \$500,000; today that number is 9,750.

There are nearly 19,000 Boulder city workers in retail, arts/entertainment/recreation, educational services, and accommodations/food service jobs (that average wages in the \$15,000-\$25,000 range)

Job Category	# Employees	Average Wage
Accommodation and food services	8,278	\$17,405
Arts, Entertainment, and Recreation	1,641	\$19,821
<i>Combined</i>	<i>9,919</i>	
Educational Services	1,337	\$26,902
Retail	7,593	\$27,975
<i>Combined</i>	<i>8,930</i>	
Total	18,849	

Source: Colorado Dept. of Labor and Employment (QCEW 2009), Boulder Economic Council 8-9.

- Yet, as of 2012, there were just 8,503 apartments with rents below \$1,000 (affordable to households up to 50% AMI)
- As a result, even if low-wage workers and students all double up, **their collective “need” for affordable rentals** ($34,000 \div 2 = 17,000$) **is still 2 times the available supply**
- Note: This is before taking any of the following workers into account and the 15,000 CU students who live off campus in Boulder:

Job Category	# Employees	Average Wage
Administrative and Waste Management Services	2,670	\$35,989

Other Services	2,683	\$37,453
Real Estate and Rental and Leasing	1,343	\$40,377
Transportation and Warehousing	633	\$41,777
Health Care and Social Assistance	7,731	\$43,108
Government (incl. public universities and schools)	18,582	\$51,525
Total	33,642	

These are numbers with big implications. Consider two.

1. The housing market has been growing so dramatically in value recently, that since 2002, price inflation (over and above wage growth) has meant an average monthly loss of 84 apartments affordable to families with incomes from \$17,000 to \$96,000 for each of the last 13 years. 84 affordable apartments lost each month to market forces.
2. Boulder's current community-wide efforts to provide affordable housing make only a modest dent in the problem each year; on average less than 50 affordable units a year come on line in a market shedding about 1,000 annually. The Boulder response to a net loss of 1,000 affordable units a year is to add a hard-fought 50.

[end czb report]

This community has long understood and worked to address the need for affordable housing. But we may not have fully appreciated the size and urgency of the challenge as underscored in Mr. Buki's report above. Affordable housing is, and should be, a high priority especially given that housing is inextricably linked to environmental sustainability and community diversity. BHP requests that the City Council include the following in its 2014 goal setting and retreat discussion:

1. **Housing leadership:** We recognize that city staff is trying to find a permanent Housing Director. We need a strong leader in place with proven experience in high cost market solutions, redevelopment and regional strategies. We suggest that filling this position should be a high priority for 2014.
2. **Housing Strategy:** The city needs a comprehensive housing strategy, addressing the full range of housing needs (including special and high need populations) as well as middle market opportunities achieved by additional density, for the city in order to address the range of related vital goals – environmental, economic and social sustainability. Housing is critical to all three and should be a primary focus area for 2014.
3. **Study Session:** We'd like to have a study session with Council to get your input for our strategic plan and to consider an array of policies that make redevelopment conducive to generating much more significant affordable housing production, and which *explicitly* link housing affordability to environmental impacts and community diversity.

DATE: December 18, 2013

TO: Members, Boulder City Council
City Manager, Jane Brautigam

FROM: Boulder Arts Commission

SUBJECT: Boulder Arts Commission Priorities that Inform the 2014 City Council Work Plan

Dear Mayor Appelbaum and Members of the Boulder City Council:

The Boulder Arts Commission (BAC) appreciates the opportunity to give input and feedback related to the 2014 City Council Work Plan. The BAC sees the upcoming year as an important one where the City takes a stronger leadership role in defining how best to support our community through the creative and cultural arts.

- The keystone in this effort will be the development of the City's **Community Cultural Plan**. The BAC will actively assist the Arts Division staff through a collaborative process involving our community stakeholders. Our goal is to identify and implement specific strategies through which the creative and cultural arts will engage with the community to further the Council's goals of economic, social and environmental sustainability in Boulder. Boulder has a far broader arts community than many see and understand. We seek ways for the City's diversity in the cultural arts to come alive and be expressed, and raise the awareness of this diversity and bring greater benefit and enjoyment to our full community.
- Within the framework of the Community Cultural Plan, the BAC continues to view the further establishment of a **formal public art program** as one of our top priorities. Public art engages and enriches the community, defines a sense of place, contributes significantly to sustaining a healthy and socially thriving community, and enhances the economy.
- Furthermore, public art in all its forms – from sculpture and fine art to dance and theatre – has the potential to significantly help the **Civic Area** become a vital and healthy place for all. Exceptional arts-related programming that is constant and diverse can invigorate the area as it evolves in the future. Artistic programming has the potential to make the Civic Area a “place for all” so it is not dominated by transient groups but used often by all Boulder citizens and its visitors. The BAC will continue to find ways to continue to engage with the Civic Area planning team to strongly integrate the cultural arts into the Civic Area urban form.
- The BAC is also developing a model to designate specific areas in Boulder as “**creative districts**.” Currently a draft of the related policies and procedures are being vetted through the City's Arts Division. It's been proven through the similar program administered by Colorado Creative Industries that such recognition helps create a sense of place that not only enhances the immediate neighborhood but expands its benefits out into the community, the region, and the state as well. This community-driven effort is being tested for North Boulder, and it wouldn't be unrealistic to apply such a model to the revitalization efforts of University Hill's commercial corridor.

The BAC knows that Council's support of the arts is not just for arts' sake, but because the city acknowledges the potential of a creative, entrepreneurial group of individuals always looking for ways to improve its community, to make Boulder a vibrant place to live, work, and visit.

We strongly urge Council members to be available and fully engaged as we develop the means to enrich the Boulder community through the creative cultural arts and help us design and implement the Community Cultural Plan. The BAC acknowledges that newly designed creative cultural arts initiatives may require greater levels of funding. We ask that Council work with us to identify and secure these future sources of funding, either from the City's general fund, or through third-party funders, so that these new initiatives will be effective and successful.

The Boulder Arts Commission thanks the Council for its continued trust in our work and strong support of the creative and cultural arts in Boulder and looks forward to being a strong partner in turning its vision into reality in anyway the BAC can.

Respectfully,

A handwritten signature in black ink that reads "A. Richard Turbiak". The signature is written in a cursive style with a large initial "A" and "T".

A. Richard Turbiak
Chair, Boulder Arts Commission

Felicia Furman, Linda Haertling, Ann Moss, Anna Salim
Boulder Arts Commissioners

Boulder Design Advisory Board – Letter to Council – 2014 Concerns

BDAB wants better urban design. BDAB wants a bigger role in Sustainable Streets and Centers, the Diagonal Plaza, SODA/Civic Center, Boulder Junction, sub-area plans, long range plans, affordable housing, ADU's corridor infill, and any initiatives where our Board can be **more proactive**, to help make city design more predictable, delightful, and effective.

BDAB wants more coherent rules and better coordination between review bodies. Roadblocks to better urban design include 13 different design guidelines, administered by several Advisory Boards that operate independently. This complexity influences everyone's design thinking, planning and reviewing, and impacts applicants, neighbors, reviewers, staff, and even council. It's confusing and it reinforces information "silos" that inhibit collective intelligence. We need more crosstalk between the Boards.

Our Design Guidelines need updating. The Downtown Design Guidelines haven't been substantively touched in over 20 years. BDAB is taking notes to capture our reviewing experience so we can improve the guidelines. BDAB recently coined the phrase "**ransom note facades**" to describe the chaotic facades that these now horribly dated Design Guidelines *require*! BDAB can update the Guidelines to encourage more meaningful, familiar, coherent, and sustainable urban architecture that neighbors can understand and welcome. All we need is council backing to proceed.

We need more cross talk between Boards. BDAB's architects are generalists used to working with complex teams balancing competing interests. Two years ago, BDAB began dialogues with the **Planning & Landmarks** Boards. (One meeting and two walking tours so far.) This year, BDAB plans to meet with the **Transportation, Housing and Zoning** Boards too. City design should be a comprehensive effort; cross talk between otherwise isolated specialists is essential. Both Blue Ribbon Commissions called for **breaking down "silos"** throughout the city. BDAB wants more cross talk between *all* the advisory boards so we can educate one another and plan better. Council direction should encourage regular (semi-annual?) meetings between the Boards, as a start.

BDAB wants to proactively engage Long Range Planning before problems arise and opportunities are missed. When neighborhoods evolve in a piecemeal fashion, one building at a time, development seems unpredictable and neighbors experience NIMBY panic. When planning for a sustainable future, this kind of reactionary activism (NIMBY) becomes a roadblock to progress, delaying good and bad plans equally. Comprehensive physical, form-based, planning could spell out the *vision* and make Boulder's improvements far less contentious, difficult and expensive. BDAB wants to help do long range urban planning.

2014 BDAB priorities include:

1. **Update Design Guidelines.** BDAB wants improved guidelines and a brief set of design principles for areas without any Guidelines. We also need to coordinate language between the 13 existing guidelines. BDAB wants to leverage our experience to improve our toolset – to make our guidelines stronger and more helpful, to improve urban design here.
2. **Improve Inter- Board cooperation:** BDAB wants to expand cross-talk to include Planning, Landmarks, Transportation, Housing, and Zoning Boards, to reduce circular and contradictory reviews, breakdown Board "silos" and share knowledge between us, to inform all of our work.
3. **Engage long range planning:** BDAB can inform area analysis and planning. Our engagement in the Sustainable Streets project is one way to tie Area Plans and city form together to make a meaningful and predictable whole. Engaging early on, in all the other major city form projects, should be part of BDAB's regular work. We can advise city lead efforts, in the same way we advise individual project applicants, to improve urban form and urban design & planning.
4. **Advise Corridor Planning:** BDAB supports making "*Sustainable Streets and Centers*" a high priority. We hope to create a **working group** with the Planning & Transportation Boards, and perhaps Affordable housing groups too, to advance this wonderful effort. "*Streets & Centers*" (we call it "The Boulder Boulevards project") has incredible potential to advance Comp Plan goals in the near future, with great intelligence. Multi-modal corridor (Boulevard) design and development is among the most effective measures we can take to reduce GHG's (pollution & climate change) and VMT's (driving, commuting & unaffordable housing), immediately and long term. Both solve myriad problems and critical path steps towards making Boulder a walking and transit friendly city. BDAB wants in.

Respectfully submitted, Fenno Hoffman, Paul Saporito, David Biek, Jeff Dawson & Michelle Lee
Boulder Design Advisory Board, Jan 4th 2014

Council Retreat input from the Boulder Junction Access Districts – Parking and TDM – Commissioners:

Boulder Junction Implementation:

- Focus on creating quiet zones at the several crossings within Boulder Junction
- Seek BJAD Commission input on the Pollard site use
- Support staff in exploring a TOD (transit oriented development) Pass from RTD; and support for a community wide Eco Pass
- Listen to BJAD input and create a stronger dialogue between the boards and commissions and the City Council.

January 3, 2014

TO: Mayor Matt Appelbaum and Members of the Boulder City Council

RE: **Council Goals for 2014**

Since Council's approval of Collaborative Stewardship of the Colorado Chautauqua: Guiding Principles for Place Management and Fiscal Sustainability (generally referred to as "the Chautauqua Guiding Principles") on December 4, 2012, the Colorado Chautauqua Association ("CCA") has continued to work collaboratively and successfully with the City in a number of regards, including:

- Completion of a successful collaborative process between OSMP, P&R, historic preservation staff and CCA (with Landmarks Board approval) to improve pedestrian and vehicular safety in the often-congested main entry area of Chautauqua by creating a bus/vehicle pullout for off-street loading and unloading of groups, particularly school groups
- The "beta test" project to create accessible restrooms to serve the Chautauqua Auditorium – the collaborative process to date has included a working group comprised of City staff from Community Planning and Sustainability, Open Space and Mountain Parks, Parks and Recreation, Facilities and Assets Management and CCA staff, multiple opportunities for public input and check-ins with all relevant advisory boards
- Ongoing monthly Chautauqua Coordinating Team meetings involving City staff from OSMP, P&R, historic preservation, Facilities and Assets Management and CCA staff

We are very appreciative of the tremendous level of communication and coordination with City staff in the best interests of Chautauqua stewardship and we look forward to continuing successful collaboration in 2014.

For purposes of your planning for the year ahead, we wish to bring to your attention:

- We are working to refine our "Chautauqua 2020 Plan" – our list of the most critical investments CCA recommends be made to the Colorado Chautauqua over the balance of this decade to position it for sustainability and relevance in the decades to come, focusing on continuing enhancements to pedestrian safety, visitor experience and infrastructure, including fire safety. We have considerable concerns for infrastructure issues within the leasehold that will require substantial financial outlays in our future, both to bring services up to date and to protect the historic site for the future (such as undergrounding overhead utilities as one of many fire mitigation efforts). Some of these investments should be considered for incorporation into City capital planning or bond issuance opportunities where appropriate.
- We have started our internal thinking about renewal of the City-CCA lease, which expires January 13, 2018, and look forward to creating a process with the City to achieve lease renewal as soon as possible, as planning, financial and contractual uncertainty will continue to grow in the final years of the lease, also impacting our many trade and programming partners who are affected by the lease (e.g., Colorado Music Festival).

Thank you for your consideration.

**Downtown Management Commission
Response to City Council 2013 Priorities**

What are your top priorities within the framework of the council work program?

- Civic area plan
- Homelessness

What would you like to see done to advance the Council goals?

Civic area plan:

- Zoning and land use changes to create the active and vital space envisioned in the plan including loosening up density, reconsidering the height limit, allowing for micro units, etc.
- Creating diverse types of neighborhoods and uses
- Civic use pad implementation
- A detailed implementation plan for the civic area plan including a budget, financing strategy, economic benefits analysis and phasing plan
- Council leadership to support the implementation
- Activate the municipal campus with uses for the difficult to manage spaces mitigating the negative impacts of the transients, see below

Homelessness

- Change the label; distinguish between the truly homeless and those in need, and focus on the transient population which does not need nor seek assistance
- Enact better legislation to mitigate the negative impacts of the transient population i.e. camping and sleeping in the parks; take a stand
- Add police presence to enforce this legislation
- Need better lighting in the municipal campus area
- Activate the space so everyone feels welcome, see above
- Create an overall master plan to address the homeless issue

How can your board help reach the council goals?

- Collaborate with other boards, i.e. connections within the civic area plan with TAB
- Serve as task forces for council projects providing service to the council
- Help communicate with our constituency council's goals and plans
- Do the background work and make recommendations to council

The DMC created an additional question: What City Council can do for the boards?

- Better communication from city council to the boards about their priorities and the role that board can play
- Use the expertise of the boards and acknowledge and integrate the board recommendations in their actions
- City Council commitment to action

To: Boulder City Council
From: Environmental Advisory Board
Date: January 3, 2014

Thank you for this opportunity to provide the Environmental Advisory Board's (EAB) input on the proposed Council work plan for 2014. The board's feedback on the requested questions is as follows:

(1) *What are your top priorities within the framework of the council work plan?*

We are excited to see that the top tier of Council priorities for 2014 falls directly in line with those of the EAB. We are particularly interested to see progress on your items 1-3:

1. Boulder's Energy Future- The pursuit of a city-wide sustainable energy system has been a top priority of the EAB for several years. The City's ability to integrate sustainable and renewable energy choices into our energy input mix will be a primary factor in our future ability to collectively reduce greenhouse gas emissions.

2. Climate Commitment- Climate Commitment is another longstanding EAB priority, and one with an inherently broad scope. In 2014, the EAB would like to see particular emphasis on commercial energy use reductions and market innovation. Our second tier of priorities includes more specific projects such as green building, residential solar capacity and community food resiliency.

3. Affordable Housing- Housing does not fall under the traditional scope of EAB interests, but we believe that the creation of new affordable housing options within Boulder offers an opportunity to enhance the opportunity for low-carbon living in our city. We would like to see this matter considered with regards to transportation (reduction of in-commuters and creation of public transit options), sustainable building practices and as a potential opportunity to reduce waste and energy consumption through increased density and multi-family dwellings.

(2) *What would you like to see done that would advance the Council goals?*

The EAB believes that the pursuit of the Council goals will be best supported by clear and reliable reporting to the community, scrupulous transparency and a commitment to specific and actionable mid-range markers. An informed and engaged public will be a long-term key to the success of the prioritized programs. We wish to highlight the following recommendations:

- **Conscientious and consistent goal setting-** The projects prioritized by Council will be best served by creation of specific and actionable goal plans that contain short, medium and long-term components. The reporting metrics should be specific, utilize timelines and adhere to regular check-ins. Council frequently already operates in this manner, but we wish to emphasize our interest in continuing and expanding these practices to all relevant projects. We further recommend that provision of reliable and accessible updates on these goals to the public will create better mutual understanding and ease dissent.

- **Clear reporting-** Creation and utilization of relevant and measurable metrics that clearly describe progress is critical to the maintenance of public support. The metrics chosen should be reported on clearly at regular defined intervals. The diverse public should be engaged through various formats, potentially including means such as increased use of social media or exploration of alternative meeting locations to discuss locally relevant topics.
- **Transparency-** The more that timely information on progress and procedure can be clearly relayed to the public, the more support proposals and decisions will find, both in the short term and for years to come. We see this as particularly critical with regard to far-reaching or controversial projects such as Boulder's Energy Future.

(3) How can your board help reach the council goals?

We wish to continue to provide feedback and remain actively engaged with staff and Council on projects in our priority areas. We have also identified several other areas and projects we would like to further develop as a board in the upcoming year.

- We want to focus our feedback to improve messaging to facilitate public understanding and engagement in our projects.
- We will seek out opportunities for inter-board cooperation. We were inspired by the potential for positive action we saw at the joint boards retreat last summer. We want to actively engage with other boards and commissions to provide them with resources and motivation that will advance our sustainability goals holistically across city policy.
- We have great resources and expertise in our current member makeup to contribute to the market innovation project in the Climate Commitment. We want to actively pursue these opportunities ourselves as well as remind staff and Council to reach out to us as a strong resource on this matter.
- We wish to proactively research and remain up-to-date on carbon reduction projects in other municipalities, particularly with regard to successes and failures and how these lessons may be applicable or instructive to our process. We want to continue to increase the body of knowledge and expertise available as Boulder moves forward in making energy future decisions.
- We want to challenge ourselves to consider alternate meeting locations for locally relevant topics in order to make our discussions more accessible to those directly impacted.

(4) Other matters we would like to see considered and prioritized in the 2014 work plan:

- **Environmental matters related to the flood-** We would like to be involved in promoting environmental interests as opportunities arise in the clean-up from the September flood. This will include decisions on rebuilding and revising infrastructure as well as observation of lessons learned. In some ways, the flood offers the City a great opportunity to rethink the status quo and set new standards for sustainability.
- **Consideration of commercial recycling regulations-** In line with our CAP priority of reducing commercial energy consumption, we would also like to voice our support for

the review of a commercial recycling ordinance. The commercial sector represents the largest single impact on both waste creation and energy use, and we feel that by targeting this area in 2014, the City can make large and efficient improvements. Commercial energy use is already targeted as a priority, and reduction of waste from the same source seems to follow easily as an important corollary. A partnership with Eco-Cycle to draft effective regulations and incentives on this matter is critical to our package of commercial sustainability strategies.

Thank you to Council for your request for feedback. We, as the EAB, are honored to be a part of the Council process and look forward to greater opportunities and communication in the future!

Human Relations Commission Response to 2014 Council Retreat Questions

1. What are your top priorities within the framework of the council work plan?
 - Help to move the needs of low-income people, the working poor, and struggling immigrants to the forefront of municipal services;
 - Ensure that the needs of this population are prioritized in City strategic planning processes and especially when crafting and implementing policies; and
 - Ensure that the City of Boulder is a leader in working towards Marriage Equality.
2. What would you like to see done that would advance the Council Goals?
 - Expand efforts to engage broader community in civic life – including immigrants and low-income families; and
 - Preserve the entire continuum of human services offered through the City.
3. How can you help the Council reach its goals?
 - Continue to report to the Council matters that adversely impact the working poor and struggling immigrants.
 - Work with impacted communities to provide the Council with feedback on proposed policy.
 - Keep informed of current relevant legislation and make recommendations to Council.
4. Are there any other items that the Council should address in the coming year?
 - Help to ensure that all Boulder residents are able to experience a community that is “socially and economically” vibrant (Sustainability Framework) by revisiting how a Living Wage policy would fit in Boulder.

Dear Mayor Applebaum and Members of the Boulder City Council,

The Landmarks Board welcomes the opportunity at the beginning of 2014 to express our priorities to City Council for the coming year. In lieu of the usual yearly Letter to Council, the Landmarks Board would like to take the opportunity to address these priorities in response to the City Council's questions for the upcoming Council Retreat.

1. What are your top priorities within the framework of the council work plan?

Within the work plan there are directly and indirectly related items that coordinate with the current work and mission of the Landmarks Board and would be our priorities for the year:

Directly related work plan items that intersect with Landmarks Board

- Civic Area Master Plan
- Historic Depot
- Energy efficiency upgrades in city-owned buildings

Indirectly related work plan items that are of interest to the mission of the Landmarks Board

- IBC Energy Code updates
- Accessory Dwelling units (OAUs, ADUs)
- Downtown density

2. What would you like to see done that would advance the Council Goals?

- Evaluation of the IBC Energy Codes with relation to historic resources and impacts on renovations within historic districts and with individual landmarks. Council to direct city staff to include historic resource building types within the current energy modeling analysis.
- Evaluation of the Band Shell's current physical condition and potential technical aspects of a potential relocation. Council to direct city staff or outside consultant to write an assessment report of the structure's current condition and maintenance requirements.
- Affordable housing – analysis of potential ADUs and OAUs in historic districts and potential impacts on the character of these historic neighborhoods.
- Affordable housing – inclusion of historic resources within the Inclusionary Housing program.

3. How can your board help reach the council goals?

- Formation of a Historic Resources and Energy Efficiency subcommittee of the Landmarks Board to better evaluate the impacts of the Prescriptive and Performance path energy requirements on historic properties.
- Civic Area Master Plan/Bandshell – proactive review by the Landmarks Board of best practices of moving historic structures, review of cases.
- Inclusion of a Landmarks Board member in the Uni-Hill Revitalization process to coordinate and anticipate impacts on historic resources in the area.

- Inclusion of a Landmarks Board member on possible city subcommittee studying affordable housing, including increased density and ADUs/OAUs
4. Are there any other items that council should address in the coming year?
- Better coordination of joint review of projects between the Landmarks Board and Planning Board – possible inclusion of Landmarks Board member as ex officio Planning Board for projects requiring dual reviews.
 - City Council financial support for non-profits engaged in preservation activities.
 - City leadership in the coordination of energy efficiency of historic buildings in city-owned historic resources (Municipal Building, BMOCA, Harbeck-Bergheim House, Pottery Lab, etc.).

Open Space Mountain Parks Retreat Input - 2014

1. What are your top Priorities within the framework of the council work plan?
 - None of the council's priorities on the 2013 work plan relate to Open Space. There are a number of items relating to Open Space that are already on the work plan, but are lower in priority.
2. What would you like to see done that would advance council goals?
 - See number 1.
3. How can your Board help reach the council goals?
 - See number 1.
4. Are there any other items that council should address in the coming year?
 - Voice and Sight
 - This issue is currently waiting council action. What is the status on changing these regulations?
 - OSMP will support Zero Waste by continuing to evaluate compostable dog waste bags on Open Space.
 - Homelessness /camping continues to be a problem on Open Space
 - Risks for fire.
 - Shelters are not open in the summer.
 - What programs are being implemented?
 - What does enforcement look like?
 - Define passive recreation.
 - Need clarification to city charter/definition?
 - Nighttime Use
 - This is on the overarching OSMP issues list from several years ago.
 - Off-trail Use
 - This is on the overarching OSMP issues list from several years ago.



CITY OF BOULDER
Planning Board

email boulderplanningboard@bouldercolorado.gov
web www.bouldercolorado.gov

January 3, 2014
Mayor Appelbaum
Members of the Boulder City Council
P.O. Box 791
Boulder, CO 80306

Re: Planning Board Recommendations for 2014 Priorities and Initiatives

Dear Mayor Appelbaum and Members of Boulder City Council,

The Planning Board appreciates the opportunity to submit this letter to Council regarding our recommendations for City priorities and initiatives in the upcoming year. With a Boulder Valley Comprehensive Plan update beginning in a year, we ask the Council to begin thinking in advance, and allocate resources for staff to begin thinking in advance, about a more integrated planning process that both establishes a clearer long term vision for Boulder and a clearer path for achieving that vision.

1. Addressing the Vision Gap between the Comprehensive Plan and Zoning

Planning Board believes there is a gap that needs to be filled as part of the Comprehensive Plan update process between the current broad conceptual, yet vague, goals of the Comprehensive Plan and the detailed implementation tools such as Area Plans and zoning. When a development project is evaluated, we do not always understand its long term impact on key Comprehensive Plan goals such as: “protect[ing] the natural environment of the Boulder Valley while fostering a livable, vibrant and sustainable community” or “The unique community identity and sense of place”. The lack of intermediate plans and vision often means that the following types of important questions are not fully considered during development review:

- How does a project impact these and other goals at the neighborhood, area and citywide levels?
- How does a project or the aggregation of all new projects affect the jobs-housing balance, GHG emissions and sense of place?
- How will the city look 20 or 50 years into the future? Will the view shed be what we want?
- Will we still have a small town feel and is that even a long term goal?
- Will jobs and housing reach a more desirable balance and help achieve GHG emission reductions?
- Do we want to be more proactive about affecting the rate of population and employment growth relative to each other or just react to trends as they develop?

Our current development review process is usually more about making buildings rather than making places. A more integrated approach as discussed above is one part of enabling a shift to placemaking. *Placemaking should involve a meaningful dialogue with stakeholders and neighbors (business and*

residential) if we are to be successful. But Boulder also needs to have a community conversation about visual preference for the city form and consider changes to zoning so it has a greater form basis. We also need better data to understand our employee characteristics – ages, family profiles (single, married, with or without children), income, desired housing type or context (urban vs. suburban), reasons for living or not living in Boulder, to better guide land-use policies that directly impact housing and employment growth.

2014 is the right time to focus on these issues.

2. Currently Planned Initiatives

Boulder has made good progress addressing related issues affecting the questions identified above during 2013 and is already prepared to address critical issues in 2014. The Planning Board offers its support and some thoughts on the following efforts.

a. Comprehensive Housing Strategy

We encourage City Council to continue its work on the Comprehensive Housing Strategy in 2014. The City should pursue measures that allow us to create more types of housing as well as add more affordable housing. To that end, we recommend changing the Boulder Revised Code to remove some of the impediments to ADUs, OAU's (and betterment capture in zones where they are not now allowed), cooperative housing and micro-units.

b. North Boulder Subcommunity Plan Revision

The North Boulder Subcommunity Plan revision has gotten off to a successful start in 2013. The City should continue the process in 2014. But, the Plan needs to be informed by data from the September floods. We need to strike a balance between waiting to know exactly how the flood maps will change and moving forward with the plan in a timely manner. Perhaps the Plan revisions can be based on preliminary flood data so that the process is not unduly delayed.

c. Resilience Planning

The Planning Board applauds the City's efforts to focus on resilience in planning and operations in 2014, including its selection as one of the first 33 resilient cities. As the City undertakes this effort, we want to stress the importance of not overemphasizing the last disaster – flooding. While flood risks are critical and need to be part of the process, the City should also consider and prioritize a wide array of possible impacts that could challenge our resilience as a community, including wildfire, electric grid vulnerability, epidemics, cyberthreats, energy shocks, and other issues. In the immediate term, we believe it is important to continue efforts to address fire resiliency for existing homes and properties along the Wildland Urban Interface, a portion of the Wildland Fire Code that was not adopted in 2013.

d. Sustainable Streets and Centers; East Arapahoe Plan

In previous years' Planning Board letters to Council, the Board has expressed a desire for "Area Plan Lite" to be part of the Work Plan to establish a general framework for certain high priority corridors and centers. The general idea was to develop a set of tools that have a much faster and cheaper product development cycle than the traditional Area Plan. This is an example of the needed planning in the gap between the Comprehensive Plan and the zoning code. Because of the time and resources involved with Area Planning (as we do it in Boulder), development is occurring and will occur in certain high-priority areas before the planning can be put in place. But planning is about being out in front of development, so this concept continues to be of critical importance if we want development and redevelopment of these areas over the next 50 years to be consistent with our goals. The areas we have previously expressed this concern about include (1) East Arapahoe; (2) East Pearl; (3) 30th St and 28th Street between Arapahoe

and Iris; (4) Boulder Community Hospital Broadway environs; and (5) Boulder Community Hospital Mapleton environs.

Fortunately, the Sustainable Streets and Centers initiative is evolving in a way that it will achieve the intent of “Area Plan Lite”. Continued development of the initiative and expansion of its application beyond the Pearl/30th Street pilot as soon as possible will allow these areas to redevelop in a manner consistent with general city goals and consistent with the integrated planning process we are promoting herein.

3. New Recommended Initiatives

In addition to the integrated planning thinking and continuation of existing initiatives discussed above, we recommend two new initiatives which deserve attention.

a. Site Use Impacts and Intensity Bonuses

In last year’s letter to Council, PB proposed that Council address site-use impacts on overall site emissions and inclusionary housing goals (Recommendation C in the 2013 letter to Council). This continues to be an issue that would benefit from some conceptual refinement.

Specifically, after previous Councils created intensity bonuses (FAR and height increases) to promote more and higher density housing units in the downtown core, followed by extending those same bonuses to non-residential uses, a confused incentive program has resulted. The subsequent bonus extension to non-residential uses has had the effect of promoting exclusively non-residential developments over projects that include residential. That then reduces funding available for affordable housing as the linkage fees from commercial projects are substantially smaller than cash-in-lieu payments for similarly sized residential projects. Additionally, non-residential uses tend to have greater GHG emissions per site than residential uses.

The current circumstance with the incentives raises the question: “what is the vision”? How much housing and how much commercial space are sought in the core and what do we want the core to be like when built out to capacity according by current regulations? Related to this is betterment capture – is the City obtaining a benefit commensurate with the value it creates by granting increased development intensity or is that value disproportionately accruing to the benefit of property owners? If there are bonuses at all, should they be tied to attainment of specific and clearly defined City goal?

For energy/emissions, affordable housing and betterment capture reasons, Planning Board requests that Council re-examine the current development intensity bonus rules in light of the impacts of different uses on City goals.

b. Energy Districts, Microgrids, Solar Gardens

As part of the City’s Energy Future, resiliency and upcoming Comprehensive Plan update, we recommend that Council direct City Staff to consider the potential for integrating innovative energy concepts like energy districts (like Fort Zed in Fort Collins), microgrids, solar gardens, or combined heat and power into the City’s planning efforts. Current site review criteria for industrial subdivisions, mixed-use projects or residential subdivisions do not consider or encourage the potential for some of these innovations, which could help the City meet energy, resiliency and economic goals.

We look forward to working with you in 2014 to continue making Boulder a resilient and sustainable City.

For the Planning Board,

Aaron Brockett, Chair



January 3, 2014

Mayor Matt Appelbaum
Members of the Boulder City Council
P.O. Box 791
Boulder, CO 80306

Dear Mayor Appelbaum and Boulder City Council members,

We appreciate the opportunity to provide PRAB's 2014 goals and priorities for your consideration.

Top PRAB priorities within the city council framework for 2014:

- 1. Civic Area Plan**
 - a. Homelessness in the area, smoking, develop programming to activate the area and make it welcoming to a greater portion of the community)
- 2. Boulder Junction**
 - a. Pocket park
- 3. Affordable Housing**
 - a. Equitable distribution of park and recreation facilities
- 4. Transportation Connections**
 - a. Supporting a broad array of connections and types of transportation
- 5. Integrated Pest Management**
 - a. Emerald ash borer
- 6. Boulder Reservoir Site Management Plan**

How Can PRAB Help Reach Council Goals

1. Involvement in the planning process
2. Civic engagement
3. Advocacy with the community

Additional Areas Where City Council Should Focus

1. Flood management re-prioritization in the context of Capital Improvement Program (CIP) projects
2. Communications
 - a. How to reach farther into the community

**Draft Transportation Advisory Board (“TAB”) responses to Questions for Boards and Commissions for
2014 Council Retreat**

(1) What are your top priorities within the framework of the council work plan?

- a) Transportation Master Plan (“TMP”) update (to include future funding strategies)
- b) Access and Parking Management Strategies
- c) Community-wide Eco Pass Feasibility

(2) What would you like to see done that would advance the Council Goals?

a) Climate action goals are in part driven by the City’s transportation policy. We would like to see better integration of those goals and a focus on transportation priorities that can reduce greenhouse gases.

b) TAB would like to see “smart” parking policy in the City that is better aligned with the City’s objectives, such as the reduction of single occupant vehicular trips. We believe that this work relates to the Council’s goals for climate action, the Civic Center, and Boulder Junction implementation.

c) TAB would like to see the relationships between land use, transportation systems, and greenhouse gas emissions made as transparent as possible to city policy makers. Examining the experiences of international peer cities that have attained aggressive GHG emissions reductions through integrated transportation and land-use policies could be especially informative.

(3) How can your board help reach the council goals?

a) TAB can help Council by vetting various proposed approaches in transportation policy as part of the TMP update, and evaluating those proposals in light of Council’s goals.

b) TAB can help Council by evaluating new parking management strategies in light of Council’s goals to suggest ways of better aligning parking with those goals.

Council Retreat Input from UHCAMC

UHCAMC feels strongly that City Council needs to make it a priority to address the Hill shopping district and neighborhood issues in 2014. The decline of the Hill is detrimental to the City of Boulder and University community as a representative of the shopping, restaurant, entertainment, and residential district, located directly across from the University.

City Council must find a way to find a budget for the University Hill District. The discussions need to take place along with an appeal for potential investors/grants, etc. to shore up the decline. The focus needs to be back on a creative and arts district for the Hill business district and the residential service district.

The Council needs to work with our board at their meetings to allow our knowledge, expertise, and groundwork for this district to be heard and considered. City Council asks us for our input but does not bother to consider it. This needs to change with the boards as it makes them ineffective if change cannot happen. As a board we also need to partner with the University and their curriculum and financial support, considering they are our direct market and neighbor.

**Water Resources Advisory Board
Response to 2014 City Council Questions
December 16, 2013**

(1) What are your top priorities with the framework of the council work plan?

WRAB's recommended top priority for 2014 is for City Council to invest in critical infrastructure, including projects that support resiliency, improve system reliability, address climate adaptation, and reduce risks to life, safety, and property. Immediate flood recovery needs should be balanced with longer term strategic investment. Investment decisions should assess benefits and costs.

(2) What would you like to see done that would advance the Council Goals?

Water

- In partnership with other agencies, continue to evaluate climate change data and pursue adaptation measures to maintain the long term reliability of the city's water supply.
- Consider investment in resilient water infrastructure such as backup electric generation at the 63rd Street Water Treatment Facility and flood mitigation at the Boulder Canyon Hydroelectric facility.

Wastewater

- Use information learned from the September flood, including public input, to update wastewater master plans and the capital improvements plan.
- Expedite investment in the city's wastewater collection system and wastewater treatment facility to reduce impacts from flood events and address future regulatory requirements.
- Continue to pursue measures to address illegal discharges to the wastewater collection system.

Stormwater and Flood Management

- Use information learned from the September flood, including public input, to update master plans, flood mapping studies, and the capital improvements plan to prioritize investments in local drainage systems and major drainageways.
- Consider additional funding to expedite flood mitigation.

Public Involvement, Education, and Outreach

- Provide opportunities to educate and engage the public on water issues including infrastructure, drought, water supply, and flood awareness.
- Implement measures that promote public understanding of flood risks and assist individuals in taking action to mitigate risks and avoid repetitive losses.

(3) How can your board help reach the council goals?

The WRAB can help support Council by working with the community and staff to solicit feedback and evaluate options prior to City Council consideration. The WRAB can also support communication with the public on water related issues.



January 3, 2014

Boulder City Council
1777 Broadway Street
Boulder, CO 80302

Dear Members of Council,

We would like to congratulate the new and returning members of council on their election, and thank all of council for your service to the community. We would also like to provide input for the council retreat.

Better Boulder is a newly formed organization created to support sustainable urbanism in Boulder. We bring together members of the business community and environmental advocates to support changes to Boulder's land use policies. We believe that more well-designed density, combined with a focus on sustainable transportation, can help Boulder to meet many of our community goals – reducing carbon emissions, sustaining a dynamic economy, providing affordable housing, and providing a welcoming community for our young people and our seniors. We plan to both weigh in on broad policy issues, and to be a voice for sustainable urbanism in the development review process.

With this perspective, we are excited about the potential outcomes and synergies of multiple projects that are on the city's agenda, including the Access Management and Parking Strategy, Boulder Junction, the major update to the BVCP, the Comprehensive Housing Strategy, the North Boulder Subcommunity Plan, the Hill Revitalization Plan, the East Arapahoe Corridor Plan, Sustainable Streets and Centers, and the TMP Update.

We would ask you to consider a number of perspectives as you set your 2014 policy agenda.

1. As the city looks at issues like the BVCP update, the Sustainable Streets and Centers project, the East Arapahoe plans, and the future of Boulder Junction, be willing to think boldly about land use changes. This is an opportunity to look at both bringing additional housing and economic activity to the community, and to reshaping areas into far more vibrant, pedestrian friendly neighborhoods.
2. We support the suggestion that the city look at loosening code restrictions that have made it so difficult for people to share their houses, whether through cooperative housing or accessory dwelling units, cottages, and granny flats. We would encourage you to be willing to experiment in this area. Don't insist on rules that try to prevent every conceivable problem – instead create some reasonable rules, monitor how they work, and make adjustments if necessary.

3. On the big scale, we need to make infill more attractive for development than sprawl. In order to achieve this, we need a process that does not add time, uncertainty and expense to the process for infill. We also need to capitalize on one of the great advantages of infill – that many needs can be met without driving, and we don't need as much money spent on parking and roads. Let's not let minimum parking requirements get in the way of valuable infill projects that could serve our community
4. When looking at climate goals, remember that what really matters is how much we can reduce GHG emissions per capita. Diverting growth and associated emissions outside of the city does nothing for climate. GHGs are globally mixed gases – it does not matter whether they are emitted in Boulder or elsewhere. Denser land use will both reduce per capita transportation emissions, but also will lead to more people living in smaller units in multifamily housing, reducing building related emissions. And, concentrated, denser areas of employment lead to far higher alternative mode shares and lower per capita transportation emissions from employees.

Thanks for the opportunity to comment. We look forward to working with you in 2014.

Yours Sincerely,

The Better Boulder Steering Committee

Will Toor, co-chair
Ken Hotard, co-chair
Ed Byrne
Shannon Cox Baker
Bill Holicky
Michael Leccesse
Mimi Mather
Gavin McMillan
Morgan Rogers McMillan
Sue Prant
Mark Ruzzin
Zane Selvans
Adrian Sopher
Stephen Sparn
John Tayer



THE DAIRY
CENTER FOR THE ARTS

EXPANDING HORIZONS
CHANGING PERSPECTIVES
TOUCHING LIVES

A LETTER FROM THE EXECUTIVE DIRECTOR

Here's a heads up regarding the arts in Boulder. The Dairy Center for the Arts has not only become an anchor for some of Boulder's best artists and performers, but also a new force in expanding the arts that Boulder experiences. We have built a foundation that will make 2014 the most exciting year of programming ever offered by The Dairy.

This year's artistic offerings have stimulated new conversations about The Dairy, expanded coverage into Denver media, attracted new visitors to discover our live performances, and has proven one doesn't need to go to Denver to experience the highest quality of artistic expression. The Boedecker Cinema at The Dairy has been written about in a new book, and has been described by some as the "gem" among arts cinema venues nationwide.

I love hearing the phrase that is becoming so familiar when I tell someone I'm with The Dairy – "I love The Dairy." But I am dismayed to still too often hear – "What's The Dairy?" I am dismayed because that means those people have been missing out on all that happens here, from theater to dance to gallery exhibits to great cinema and very special community events. I can't help but wonder if they're driving to Denver for arts entertainment available right here in Boulder. Or are they simply missing arts experiences in their lives altogether?

In 2014, I am committed to expanding awareness of The Dairy and stimulating interest in both the entertainment value and the life enhancement value offered by all that happens here. As you will read in this report, The Dairy has in many ways become the soul of this community; where developmentally challenged experience stardom, immigrant families experience a new sense of belonging, thousands of students learn music and dance, local and regional artists are discovered, the best in arts cinema is enjoyed, and the non-profit community gains new awareness.

Next year at this time I'll be reporting on the success of a pilot program being initiated in 2014 called Kids At The Dairy, providing multi-arts education for pre-school and kindergarten kids in our Title One schools. It is the most important educational program ever initiated by The Dairy and will play a major role in narrowing what the Community Foundation has identified as "the achievement gap" in Boulder.

There is so much to be excited about regarding this past year at The Dairy as well as the year ahead. But for now, simply know that the staff and board of The Dairy are doing everything we can to make certain you feel about us the same way so many others do, expressed by those wonderful four words – "I love The Dairy."



A handwritten signature in black ink, appearing to read "Bill Obermeier". The signature is fluid and cursive, written over a white background.

Bill Obermeier
Executive Director

Cover Photo - Dancer: Matthew Helms. Photo courtesy of Boulder Ballet



NUMBERS ADD UP TO

ONE IMPORTANT PLACE FOR BOULDER

Someone recently asked “What would life in Boulder be like without The Dairy?” A quick look at the numbers provides the best answer to that question.

In 2013, The Dairy Center for the Arts has:

- Maintained offices for 11 arts organizations
- Supported 14 Resident Performance organizations
- Provided theaters for:
 - 112 Resident Organization performances
 - 116 performances by non-resident organizations
 - 18 performances produced by The Dairy Presents
- Given Boulder diverse arts experiences and entertainment, including:
 - 44 dance performances
 - 167 live theater performances
 - 8 music performances
 - 9 comedy performances
 - 27 art gallery exhibitions
 - 1200 arts movies, including nationally recognized Science on Screens
- Hosted dance classes for 10 organizations
- Provided education and rehearsal studios for:
 - Over 1,200 ballet students
 - Over 1,000 music students
- Hosted 65 special events for businesses, organizations, and non-profits in our community

Without The Dairy, over 200,000 experiences during the year wouldn't happen. Dozens of artists and arts organizations would not have a professional environment to display and perform their work. Nearly 2,500 kids wouldn't have the learning experiences offered at The Dairy. And Boulder wouldn't have an arts cinema that has been acclaimed as one of the “arts cinema gems” in the country.

It's hard to imagine life in Boulder without The Dairy! And there's more to the story of The Dairy, which we're highlighting in this 2013 year-end report.



WHAT WOULD LIFE BE LIKE WITHOUT THE DAIRY?

THE DAIRY MADE ME PROUD

There were many tears of joy for people of all ages who are living with physical and mental challenges when *Imagine!* presented their annual theatrical performance at The Dairy. The stars of the show were themselves clients of *Imagine!* and each experienced a sense of accomplishment and stardom not typical in their lives.

Before that performance, there were many smiles as the featured individuals saw the art they had created themselves displayed in all three galleries at The Dairy. And for the weeks that followed, visitors to The Dairy marveled at the artistic talent on display created by people dealing with even the most severe physical challenges.

When our *Imagine!* month at The Dairy was finished, more art had been sold to patrons than in any other exhibit in our galleries during the entire year. We loved hearing the familiar phrase from *Imagine!* families, supporters, and staff – “It made me proud.”

The fact is, *Imagine!* you made us proud!



IT IS A GREAT ENVIRONMENT OF **ALL KINDS OF ARTISTS** DOING THEIR WORK, INCLUDING US!

– ROSEY WATERS, IMAGINATION MAKERS THEATER CO.



THE ART OF LIVING CELEBRATES **NON PROFITS**

In October The Dairy introduced a new monthly series called The Art of Living that gives local non-profits an opportunity to provide the community with valuable information about their cause, while also raising money. This unique collaboration between human services and arts non-profits received a grant from Excel Corporation.

The series kicked off with a compelling documentary and panel discussion hosted by Safehouse. Other non-profits already scheduled for our 2014 Art of Living series include Voices For Children, TruCare, and the YWCA.

DANCE FOR PARKINSONS

This isn't an event. It's a class. And it happens weekly at The Dairy. Dance for Parkinson's integrates movement from modern and theater dance, ballet, folk dance, tap, improvisation, and choreographic repertory. Each weekly class is an aesthetic experience that uses the elements of narrative, imagery, live music and community to develop artistry and grace while addressing such Parkinson's-specific concerns as balance, flexibility, coordination, isolation, and depression.

The classes engage the participants' minds and bodies, and create an enjoyable, social environment that emphasizes dancing rather than therapy. How significant this class is to people's lives is best described by a participant and a teacher:

"I am awed by the power of dance to transform and alleviate pain. Despite the steady advance of Parkinson's, we show up. We move. We laugh. We share our best selves."

– Dance for Parkinson's participant



Photo by Amber Star Merkens. Used courtesy of Mark Morris Dance Group/Brooklyn Parkinson Group's Dance for PD® program, Brooklyn, NY.)

EMPHASIZING DANCING RATHER THAN THERAPY

"If we can share our love of dance, and we know the benefits of dance and music physically, emotionally and socially – the world becomes much more tolerable and compassionate for all those affected by Parkinson's."

– Dance for Parkinson's trainee and teacher



THE POWER OF DANCE



SOMETHING TO LAUGH ABOUT

The Dairy introduced Comedy Night in 2013 which continues to grow in popularity. Featuring some of the best comics from Denver and the region, each Comedy Showcase offers a different lineup each month. As described in Denver's Westword Magazine, "The comedy scene in Boulder was once a smoldering heap of rubble, and now it's a living, vibrant thing."

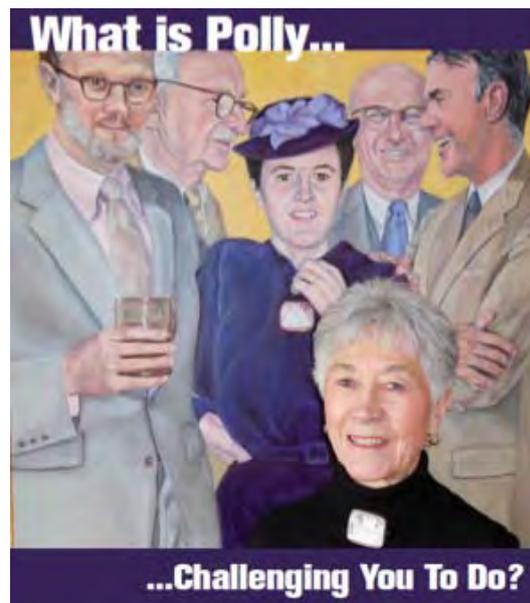
In October, The Dairy featured for the first time a live podcast recording of the special Halloween Comedy Showcase hosted by the popular Werewolf Radar. In 2014 The Dairy will introduce the world to a new production by Boulder's own Hippieman, producing and hosting the premier performance of his "Plan for America" national tour.

SIT DOWN TO COLORADO'S **BEST** STAND UP



POLLY'S CHALLENGE IS A BOULDER **SUCCESS** STORY

Just ask well-known Boulder artist Polly Addison and she'll tell you how important The Dairy is to the Boulder Community. So important she suggested we issue a challenge to Boulder. If we could raise \$25,000, she would match it. Keeping the doors open and improving our facilities isn't possible without the generous support of the Boulder community. With Polly's help in helping tell that story, Boulder responded with contributions totaling \$56,201.60. With Polly's match of the first \$25,000, her challenge resulted in \$81,201.60 for The Dairy.



**ALL OF US AT THE DAIRY, AND OUR 14
RESIDENT ARTS ORGANIZATIONS, SAY A
BIG THANK YOU TO POLLY; AND TO ALL
OF YOU WHO SO GENEROUSLY
RESPONDED TO SUPPORT THE ART
THAT HAPPENS HERE ALL YEAR LONG.**

SCIENCE ON SCREEN

S The Boedecker Theater at The Dairy Center for the Arts was one of only 14 Science on Screen grants issued this year by the Coolidge Corner Theatre, with support from the Alfred P. Sloan Foundation.

Science on Screen is an innovative series pairing films about technology, science, and medicine with lively introductions from experts in those fields. The experts' introductions provide an unexpected jumping-off point for enjoying movies from their point of view and field of expertise. Whether classic or quirky, these entertaining science/movie mash-up events integrate film and science in a way that appeals to students, teachers, and other community members.

As part of this series, The Dairy hosted a fundraiser for flood victims that featured the movie *The Perfect Storm* preceded by a presentation by two UCAR meteorologists who provided fascinating insight into Boulder's 100-year event. Over \$4,000 was raised, including matching money from Elevations Credit Union.



Receives National Recognition

I LOVE THE IDEA OF A VIBRANT **MULTI-DISCIPLINARY ARTS CENTER** AT THE HEART OF OUR COMMUNITY. BEING A PART OF SUCH A PLACE MAKES BOULDER A BETTER PLACE TO LIVE.

- STEPHEN WEITZ, BOULDER ENSEMBLE THEATER COMPANY





BOEDECKER **CINEMA**

STAYS AHEAD OF TECHNOLOGY CURVE

As the cinema industry changes technology, theaters everywhere must adapt or go by the wayside. For the Boedecker Cinema to be able to continue to show any movie available, it must switch to Digital Cinema Initiatives-compliant equipment. In October, a movie trivia night fundraiser was hosted at The Dairy to begin raising the money required to upgrade to the DCI system.

Fundraising began and ended in one night, with nearly \$25,000 raised and matched by the Boedecker Foundation. The Boe is now purchasing the new projection system, which Glenn Webb, The Boe's manager says, "Will keep the Boe fabulous!"

THE DAIRY GALLERIES



GROWING IN RECOGNITION

The McMahon Gallery, In Focus Gallery, Polly Addison Exhibition Space, and The MacMillan Family Lobby Gallery exhibit the work of more than eighty regional, national and international artists in eighteen juried shows each year, and are growing in recognition throughout Colorado, nationally, and internationally.

DID YOU KNOW

Based on 2012 data from Americans For The Arts, The Dairy generated nearly \$11 million in economic benefit for the city of Boulder, in addition to the quality of life benefits experienced by the citizens of Boulder. Your support of The Dairy also generates an important return on investment.

Look what a simple \$100 contribution buys:

- **Opens our doors to 14 people.**
- **Provides 2.5 arts experiences.**
- **Supports 1.5 days of affordable rent to a local arts organization.**
- **Yields a \$714 impact on the local economy.**

WE'RE PROUD OF THE ORGANIZATIONS THAT CALL THE DAIRY HOME

3RD LAW DANCE / THEATER COMPANY

BOULDER BALLET

BOULDER COUNTY ARTS ALLIANCE

BOULDER ENSEMBLE THEATRE COMPANY

BOULDER INTERNATIONAL FRINGE FESTIVAL

BOULDER PHILHARMONIC ORCHESTRA

CENTERSTAGE THEATRE COMPANY

ECOARTS CONNECTIONS

HELANDER DANCE THEATER

IMAGINATION MAKERS THEATER COMPANY

ONE BIG YES PRODUCTIONS

PARLANDO SCHOOL FOR THE ARTS

STORIES ON STAGE

UPSTART CROW THEATER COMPANY

THANK YOU, BOULDER

On behalf of our entire Board of Directors at The Dairy, I want to say “Thank you” to the people of Boulder for valuing the important role the arts play in our lives and supporting The Dairy as the place where art happens.

Looking back twenty years to those early days when the old Watts-Hardy Dairy began to evolve into an arts center one can’t help but be impressed by the commitment so many people showed to making sure Boulder arts organizations had a place to flourish. I hope all past board members, supporters, and staff feel thanked every day they see what The Dairy has become.

2013 has been an exciting year for The Dairy with new leadership, new vision, expanded programming, innovative

partnerships, growing recognition across the entire Front Range, and more visitors than ever enjoying the diverse arts experiences The Dairy makes available nearly every day of the year.

We are all looking forward to the year ahead and to The Dairy making an even greater impact on life in Boulder. It’s hard to imagine this community without The Dairy Center for the Arts.

Sincerely,



Richard Polk \ President of the Board of Directors

BOARD OF DIRECTORS

KREIGHTON BEIGER

SUE DEANS

FELICIA FURMAN

AMY HARTMAN

ROB HEIDER

ROY HOLLOWAY

GEORGE KARAKEHIAN

CATHERINE MOLL

SHARON NEHLS

RICHARD POLK

RICHARD REEVES

DUSTY REID

STEPHANIE RUDY

ANITA SCHWARTZ

Being at The Dairy means we're **part of a larger arts community**, collaborating with other organizations, working toward common goals together, having our audiences crossover.

Travis LaBerge, Parlando School for the Arts





26th & Walnut Street
Boulder, Colorado

box office 303.444.7328
www.thedairy.org



THE DAIRY CENTER FOR THE ARTS

The Dairy Center for the Arts provides the Boulder community diverse opportunities to create, learn and participate in high quality performing and visual arts experiences.

Dear Boulder City Council:

Recycling is one of the fastest, cheapest ways to reduce greenhouse gas emissions and therefore we are requesting you consider an ordinance requiring businesses to recycle as you plan your 2014 agenda at your retreat this January. Boulder's Climate Action Plan recognizes waste reduction as an important part of achieving our climate goals. Yet we are not even halfway toward our goal of diverting 85% of our waste from landfills by 2017. We're lagging because we don't have the full participation of the entire community. Boulder single-family homes, schools and government are recycling very well. And some businesses are going for Zero Waste, but businesses overall in Boulder recycled only 17% of their waste in 2011. Boulder businesses produce three times the amount of trash going to the landfill as single family homes.

The city government and Eco-Cycle have offered education and economic incentives to get businesses to recycle for more than 30 years, but the commercial recycling rate isn't improving. It is time for more substantive action if we want to reach our zero waste and climate goals. We need to join the 20% of the nation that lives in communities where recycling is required for businesses, including communities like San Francisco, Portland, OR and Madison, WI, which are diverting 60% to 80% of their waste from the landfill due in part to their business recycling requirement. If we doubled the business recycling rate in Boulder, we could greatly increase our diversion rate and eliminate more than 20,000 metric tons of CO₂e every year. To put this number in perspective, all new solar installations in Boulder in 2010 and 2011 eliminated only 3,000 metric tons of CO₂e each year.

Several Boulder businesses have publicly supported a stronger regulatory approach, including GoLite, Alfalfa's and Rally Software. On October 9, 2013 the Daily Camera printed an opinion piece by Western's Frank Bruno and Eco-Cycle's Eric Lombardi calling for a mandatory commercial recycling ordinance. Such an ordinance will level the playing field, ensuring that every business does its part to help reduce greenhouse gases.

Please take this important step to reducing our climate impact--include an ordinance to require businesses to recycle in your 2014 work plan.

Sincerely,

Allyn Feinberg,

Eco-Cycle Board President

January 7, 2014

To the Boulder City Council:

I would like to recommend a topic for your consideration at your 2014 Council retreat, which is to undertake a planning project that integrates the various current and forecasted plans and policies related to housing, jobs and transportation. For some years now, the city has been pursuing affordable housing, alternate modes of transportation and economic promotion of Boulder, each as individual topics, with their own set of policies, budgets, and advocates. When the inevitable conflicts arise among these topics, there is no way to resolve them to the advantage of the community – we just end up with winners and losers.

- The city needs a comprehensive housing plan, not just the single focus on affordability that has led to high density apartment projects that are of little interest to families with children, while paying limited attention to the opportunities to make more economically and architecturally diverse neighborhoods.
- The city needs a comprehensive transportation master plan that can address the levels of congestion that high density housing projects will create, and that addresses the issues related to the huge and increasing number of in-commuting workers that Boulder sees every day.
- The city needs to acknowledge the impact that more and more jobs are having on the community, and develop policies that address the pressure that jobs put on housing costs and the transportation infrastructure.

We are in a reactive mode of development that needs to be more objective. We hear there is a shortage of Class A office space, so every building downtown is a target for additional floors; we need more housing for the additional jobs that we are creating, so we approve massive, multi-unit development that overloads the streets, libraries, rec centers and fire and police services. And many of us who have lived in Boulder and worked hard for a livable community are wondering how we got here. Is this relatively ad hoc approach going to leave us with a Boulder that none of us recognize and that none of us wanted?

In the mid-90's, the city council wrestled with many of these same issues through what was called the Integrated Planning Project. The most important aspect of this project was that it asked everyone in the community that could be reached in an extensive outreach process, to identify what kind of community they wanted Boulder to be, and what things they would trade off to create that community. If they wanted more affordable housing, would they limit jobs? If they wanted less congested streets, would they limit development?

We need to undertake this type of process again, particularly the part where the citizens of the community are asked to weigh in on our desired future. We citizens have demonstrated that we are willing to make hard choices, such as taxing ourselves locally to limit climate change; to tax ourselves to address our transportation problems; to tax ourselves to put more money into government services that we all benefit from. All of this will be for little good, if we continue down this path of disintegrated development. It will not create a better place, it will just be more.

Please consider this as a high priority at your upcoming retreat.

Respectfully,

Allyn Feinberg

Letter to City Council Members on Inclusion of North Boulder in 2014 Retreat
Priorities

January 3, 2014

Dear City Council Members:

As you prepare for your 2014 retreat, we ask you to again remember North Boulder, the way you have a number of times over the past year. For your 2013 retreat, we asked you to support reopening the North Boulder Subcommunity plan to examine those aspects of the plan that need re-visioning. We are very pleased that you have directed the planning staff to conduct such a targeted review of the North Broadway village center and corridor. That review has begun; we are optimistic about what we have seen and participated in so far, and we ask you to keep monitoring its progress. We are especially interested in finding synergistic solutions to the flood and development challenges on the west side of Broadway between Violet and Yarmouth.

In last year's letter, we also urged the development of more cultural amenities in North Boulder. We are encouraged by your support for a small storefront library at Westview that will be an important step in bringing much-needed library services to North Boulder. It would also serve as a test of how the community could support the full service branch library/community center promised in the original Subcommunity plan. We are delighted that Boulder Housing Partners has made available the space at Westview, and that the Council, Library Commission and Library staff have made full funding and operation of our corner library a priority. We look forward to its opening, planned for March 2014.

We see our new corner library as becoming an important hub for neighborhood communication and activity, much as other library facilities throughout the county serve this function. In addition to basic library services, the corner library, however small, could be an important facilitation for communication among neighbors and businesses on developments in North Boulder.

We as the North Broadway Community Forum and other North Boulder neighbors frankly need help in doing the task we have set ourselves: Being a positive voice for North Boulder community interests and concerns. This means early engagement with the City and private developers and organizations, effective monitoring of developments throughout the City that affect our community, and communication with all of our North Boulder neighbors about those developments. We have tried using a Facebook page, Nextdoor, and the various neighborhood list serves, such as the Holiday Neighborhood list serve. We have made progress, but each of these communication vehicles has significant limitations. Our information gathering and communication efforts are sporadic, fragmented, very labor intensive and by no means reach all of our North Boulder neighbors and businesses consistently. Our neighbors and businesses all support constructive engagement. And we are all very busy people with limited energy and technological capabilities.

Letter to City Council Members on Inclusion of North Boulder in 2014 Retreat Priorities

We know you support community efforts at constructive engagement. We'd like to request help from the City communications staff in designing a "one-stop" information vehicle for the North Boulder community. Our intention would be to create a vehicle that would facilitate the common goals we believe both we and the City share: Effective community outreach, generating support for positive initiatives, disseminating important information about developments affecting our North Boulder neighborhood. Such assistance could be help with a website that would link to developments throughout the City. City assistance could perhaps also be funding assistance, technical assistance and guidance, affirmative notifications of relevant meetings, proposals and decisions. We believe a one-stop communication vehicle tailored to our community's needs could not only make our lives a lot easier, but the City's as well. Our thinking is that, subject to Library approval, this might be a great use for one of the public computer terminals at the new Westview corner library.

Another cultural amenity action that we requested last year that would greatly benefit our community is the designation by the City Council of North Boulder as an official Arts District. We applaud that plans for such a designation are making progress and we are pleased to be active participants in this process. We feel that there will be a great deal of positive neighborhood support for a NoBo Arts District, and that the creation and support of such a district will be very valuable in bringing together what is probably Boulder's most diverse large neighborhood.

On the issue of concentration of affordable housing in North Boulder, we do want to commend the Council and the Housing staff for making some efforts to address this issue. We feel that it is important to allow thoughtful neighborhood review of by right developments that are primarily affordable housing. We do not think that it is acceptable or prudent for the City to allow these developments to be permitted without a reasonable neighborhood impact review process. We are pleased that the neighborhood impact of future projects is now a key consideration in the staff approval process. We are following the application of this new approach with great interest and reserve judgment on whether staff might need additional legal tools to prevent the over-concentration of affordable housing in North Boulder that we have experienced in the recent past.

When we wrote last year, we noted that the City's work plan contained a Comprehensive Housing Strategy initiative throughout 2013, with stakeholder, including community, input. It is our understanding that the Council is still considering what direction to provide to staff on the development of a Comprehensive Housing Strategy. We strongly support making this initiative a priority for 2014. We believe that the long-term approach to affordable housing in Boulder must rely on finding more creative, flexible, affordable solutions for people of all ages, occupations and income levels that don't result in over-concentration of permanently affordable housing or isolated low-income enclaves. We also would stress again that the City find ways of de-linking affordable housing from new development. Such de-linking would open new possibilities for creative thinking on how to make housing in Boulder more affordable. It would also help protect from

Letter to City Council Members on Inclusion of North Boulder in 2014 Retreat
Priorities

over-concentration in the few parts of Boulder, such as North Boulder, in which the opportunities for new development still exist.

Finally, while we accept that the City is unwilling under its current permanently-affordable housing program to explicitly target those units to particular populations such as artists, we continue to maintain that targeted creative solutions for artists, seniors and singles that mix income levels can be valuable assets in our community. Targeted solutions of some kind for artists would greatly enhance the potential of a future NoBo Arts District.

Thank you very much for your consideration of our requests. We wish you a productive retreat session.

Respectfully,

Jim Leach, 1680 Yellow Pine; Ronnie Pelusio, 4676 Broadway; Margaret Porter, 1654 Yellow Pine; Amy Tremper, 1529 Easy Rider Lane; Bob Walker, 4657 17th Street; conveners, North Broadway Community Forum

Cc:

Jane Brautingam, Boulder City Manager

David Driskell, Susan Richstone, Jeff Hirt, Boulder Planning and Development Services/Community Planning and Sustainability

Jeff Yegian, Division of Housing Manager

Betsey Martens, Stuart Grogan, Boulder Housing Partners

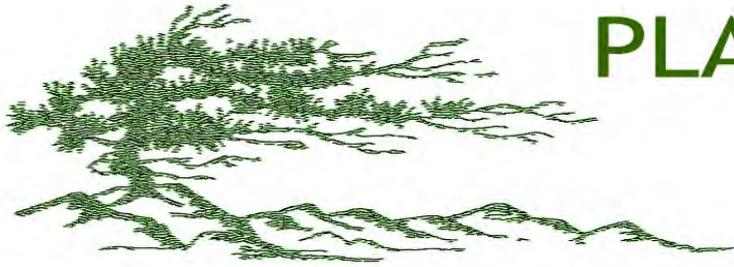
Stuart Lord, Executive Director, Emergency Family Assistance Association

Matt Chasansky, Manager of Art and Cultural Services

Maureen Rait, Acting Library Director

Anne Sawyer, Chair, Boulder Library Commission

Sent electronically from: margaret.porter@mindspring.com; 303-565-0941, 1654 Yellow Pine Avenue, Boulder, Colorado, 80304



PLAN-Boulder County

planboulder.org

P.O. Box 4682 Boulder, CO 80306

Dear Councilmembers,

At your forthcoming retreat, you have a substantial agenda. PLAN-Boulder County suggests the following topics as important community priorities:

Housing

We feel this is an important year for affordable housing and council has the opportunity to make some big changes in the future of housing in Boulder and our community as a whole.

The Needs Assessment and Choice Analysis that are currently under way will collect important and valuable data regarding the current state of housing in Boulder and provide a basis through which to evaluate and implement new housing strategies. Plan-Boulder looks forward to comprehensive data on housing in Boulder and the community discussion that follows.

We encourage council to thoroughly evaluate and assess the data collected and to look at solving our housing problems with an open mind. There are numerous tools available, including buy-down programs, housing replacement programs, voluntary real estate transfer taxes, micro-units and housing preservation programs, many of which could be integral to our new strategy. We also strongly urge that you consider increasing current requirements for payment in-lieu of affordable units and adjusting the inclusionary requirements to achieve community affordable housing goals.

In evaluating housing in Boulder, council should consider the relationship between new jobs, housing, and transportation; and that council set goals regarding new growth and potential re-zoning with these relationships in mind. Staff, the Planning Board, and developers need council guidance on what the goals of the community are. It is particularly important that worker housing and small market-rate units be considered, in addition to low-income needs.

In these deliberations, it is important to consider the provisions of the Boulder Valley Comprehensive Plan and the current city growth restriction of one-percent per year (BRC 9-14-1). Any implied changes in the BVCP should be wrapped into the 2015 major revision, and any changes in growth goals should be the subject of thorough community discussion.

Development

We encourage council to consider goals for downtown development regarding the distribution of worker housing, vs. luxury condos, vs. "class A" office space and to realign zoning and bonuses with city goals.

We also suggest that council considers goals for development across Boulder and defines what we want to see out of future development, what it should accomplish, what it should look like, and who it should accommodate. Setting these goals will help guide staff, the planning board, and the development community resulting in developments that better serve the community as a whole.

Parking requirements for new commercial and business developments need reconsideration, along with approaches to shrinking our legacy of too much subsidized parking, which encourages automobile trips.

The North Boulder Subcommunity Plan is now underway, a process that PBC strongly supports. It deserves council's attention as much as downtown and University Hill, and every effort should be made to encourage community participation. The area is changing rapidly, and residents and businesses are struggling to adapt. Equity issues are particularly important, since our policies have skewed the housing mix.

PLAN-Boulder County supports the Resilient Cities initiative, and we hope that council will emphasize the importance of citizen input to the "resilience coordinator" who will be hired. Coordination with interested departments at the University would also be valuable.

Climate Change (and Transportation)

We commend council for the priorities established in 2013 and for its continued work on climate issues, including, but not limited to, the work on Boulder's Energy Future.

The housing and development work mentioned above has major implications for carbon reduction. Boulder needs to do everything it can to encourage higher energy efficiency and renewables for all new buildings, together with standards for facilitating recycling.

Boulder should move ahead with a commercial energy conservation ordinance (CECO) and mandatory commercial recycling.

A community-wide Ecopass received a great deal of favorable discussion in the recent election. We need to proceed with investigation of feasibility and discussion of funding mechanisms, as well as viability for commuters to eastern parts of the city, particularly in-commuters. Many council candidates and other community leaders did not want to confuse the discussions of the transportation tax issues in the election with discussion of a community-wide Ecopass. That was a reasonable concern, but now that the transportation taxes have passed, it is time to look at the county study and move forward. PLAN-Boulder County recognizes that discussions with RTD will be delayed due to RTD's other problems, and they are likely to be protracted, but it is time to move forward.

Open Space

City Goals and Work Plan items listed from 2013 include "OSMP natural resources—overarching policy issues," but the detail listed under that topic neglects to mention the main question that was originally raised by city council during the discussions surrounding the adoption of the West Trail Study Area Management Plan. That was the question of sustainability of the resources given current and growing recreational pressures, heavy use from the entire northern metro area, and climate change. The specific bullet items listed are all relevant to the question of overall sustainability and management, but the fundamental question is the one that was raised by council: "Are we loving our open space to death, and what do we need to do to manage it in a way that is sustainable for future generations and that results in healthy ecosystems?" That must be the central theme for staff to report back to council.

Clearly much of OSMP staff time and resources this year will be devoted, of necessity, to flood recovery, but long-term sustainability must still be the foundational goal.

Yours truly,

Sarah McClain & Ray Bridge, Co-Chairs,
PLAN-Boulder County

Steve Tremper

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January 3, 2014

RE: Open Space Mineral Rights Inventory

Dear Boulder City Council Members:

During the 2013 City Council campaign, I had the opportunity to speak with then candidate Sam Weaver about my concerns surrounding Mineral Rights Ownership on Boulder City Open Space and Mountain Parks. Sam shared my concerns and has diligently pursued this issue with Mike Patton, Director of Open Space.

I have been copied on several emails which have alleviated my concerns to a certain extent but I am hopeful that during 2014 City Council will view this issue as important enough to support Mr. Patton's search to recover any missing information that can benefit the City of Boulder and further add necessary protection to our Open Space lands. It also seems that given this period during which the permit moratorium is in place presents an ideal window to gather any missing pieces to this puzzle.

I greatly appreciate your reviewing this letter and potentially discussing it during the Council's upcoming Annual Retreat.

Sincerely,

Steve Tremper

Cc: Mike Patton, Boulder City Open Space Director

Jane Brautigam, City Manager, Boulder

January 8, 2014

Dear City of Boulder City Council Members:

We are writing as the Executive Committee of the University Hill Neighborhood Association. First, we would like to thank you all for your public service and for your commitment to making the City of Boulder an even better place to live.

The University of Colorado is a huge part of Boulder's unique identity and contributes enormously to our City's economic vitality. The benefits of CU's presence are experienced citywide, from the students who pay rent here, and their parents who stay in hotels and shop on Pearl Street, to the entrepreneurial culture spinning off from University research. Unfortunately, the negative impacts are felt disproportionately on the Hill, from red cups scattered on the streets, to the 2:00 a.m. party noise and fireworks, and the side-effects of over-occupancy in rentals (parking, litter, noise). We feel it's time the City dedicated funds and focus to mitigate these impacts.

As a college town, our challenges are not unique. However, we can also learn much from other college towns about best practices for making our neighborhood a better and safer place for both students and long-term residents. As we enter 2014, we ask that the City make it a priority to address chronic problems on the Hill. Specifically, we ask that the City address the following issues:

- Provide start-up funds for the creation of a Hill Residential Services District as proposed in the Revitalization Strategy Plan.
- Increase budget and staffing, especially on weekends, for enforcement of noise, fireworks, litter and snow shoveling ordinances. Invest in technology (software) to track violations and report back to citizens who reported them.
- In concert with CU Police and Boulder Police, develop a "party patrol" strategy of heavy enforcement of noise ordinances in the fall to set a tone for the rest of the year. Instruct officers to actually give tickets, rather than just warnings. Fort Collins police have successfully implemented this strategy and could be a valuable resource for the Boulder Police Department.
- Require bear-resistant trash containers – or enclosure of trash in garages until 6 a.m. on the day of pick up – for alleys throughout Boulder.
- Support proposed public-private partnerships for new underground parking structures in the Hill commercial district, similar to the St. Julien parking structure.

Occupancy and Rental Licenses

The trend on the Hill is for single-family homes to be sold as investment properties because they are more valuable as rentals due to the fact that occupancy limits are not enforced. For example, a house with a legal occupancy limit of three unrelated people might be advertised for sale as a 6-bedroom home, including income and expense estimates based on renting it to six (or more) occupants, at more than \$800 per person.

City Council needs to reverse this trend by enforcing the occupancy limits set in the zoning by:

- Requiring inspectors to do a “bed check” at time of rental license renewal and application to verify occupancy limits are not being violated.
- Passing an ordinance requiring an occupancy disclosure in the **advertising** of rentals and homes for sale in Boulder (as in Fort Collins).
- Requiring a rental license when parents purchase a home for their children to live in while attending CU if that home is rented to additional occupants not related to the owners.

Thank you for your time and consideration in addressing these issues. Taking concrete steps now will ensure that the City of Boulder protects one of its greatest assets.

Regards,

UHNA-EC

Ellen Aiken; Monique Cole; Lisa Shoemaker; Scott Thomas

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