

Boulder City Council
STUDY SESSION
Study Session is Televised

Tuesday
March 31, 2015

5-6:30 PM
Annual Sister City Dinner
Municipal Lobby

6:30-8 PM
Civic Area Park Site Plan & Master Plan Update
Including Discussion of the Preliminary Analysis of the
Boulder Community Health Broadway Site

8-9 PM
Update on Planning
Includes BVCP, Resilience Strategy and Design Excellence
and Form Based Code Pilot

Council Chambers
Municipal Building
1777 Broadway

Submit Comments to City Council
Email: council@bouldercolorado.gov

or

Attention: Alisa Lewis, City Clerk
PO Box 791, Boulder, CO 80306
Fax: 303-441-4478



Study Session MEMORANDUM

To: Members of City Council

From: Jane S. Brautigam, City Manager
David Driskell, Executive Director of Community Planning & Sustainability (CP&S)
Susan Richstone, Deputy Director of CP&S
Lesli Ellis, Comprehensive Planning Manager, CP&S
Greg Guibert, Chief Resilience Officer, CP&S
Sam Assefa, Senior Urban Planner, CP&S
Courtland Hyser, Senior Planner, CP&S
Karl Guiler, Senior Planner, CP&S
Jean Gatza, Sustainability Planner II, CP&S

Date: March 31, 2015

Subject: Update on Planning, including Boulder Valley Comprehensive Plan, Resilience Strategy, and Design Excellence and Form Based Code Pilot

STUDY SESSION PURPOSE

The purpose of the study session on Mar. 31, 2015 is to provide an update to City Council on the following planning work and receive feedback on:

1. Boulder Valley Comprehensive Plan (BVCP) 2015 work plan (Foundations work) and draft Community Engagement Plan;
2. Resilience Strategy; and
3. Design Excellence and Form Based Code Pilot.

QUESTIONS FOR CITY COUNCIL

Does City Council have questions or feedback on the following topics?:

1. BVCP 2015 Update (See pages 2 to 7 and **Attachment A.**)
 - a. Overall work plan and schedule,
 - b. Ideas for the Community Engagement Plan, and
 - c. Foundations tasks underway that will be presented on March 31?
2. The general approach and scope presented for the Form Based Code pilot and Design Excellence, including aspects of site review criteria that would be beneficial to consider

as part of this scope (See pages 11 to 13).

Staff is also interested in any feedback or questions regarding the memo information provided regarding the proposed resilience strategy phases, work-to-date, and next steps. However, since Chief Resilience Officer Greg Guibert is unable to be at the March 31 study session, responses to questions may need to be addressed at a later date.

2015 Planning Projects

In 2015, the city is moving forward with multiple planning initiatives, as noted below. A link to the latest integrated project timeline can be found [here](#).

- **Vision, policy, and strategy development** work includes: the Boulder Valley Comprehensive Plan (BVCP) 2015 update, the Resilience Strategy, Housing Boulder, and the Climate and Energy Blueprint.
- **Implementation** work includes: Design Excellence and Form Based Code Pilot, Development Fees, University Hill Code Amendments (and follow up work such as CU conference center planning, exploration of a potential historic district, and façade improvement program).
- **Community engagement** improvements including new web-based platforms to keep the community better informed about planning projects, enhanced notification for development review projects, and new tools and ideas for people to more conveniently provide feedback and shape outcomes.

This memo and study session will address a subset of the projects, including: (1) BVCP, (2) Resilience, and (3) Form Based Code. The BVCP effort is interrelated to the Housing Boulder project, including coordination with neighborhood-level analyses and community engagement, with subcommunity/neighborhood-level engagement activities planned for late April/May. The work plan for Housing Boulder can be found at [HousingBoulder.net](#). Additionally, the BVCP, Resilience Strategy, and Climate and Energy work plans are being coordinated to find relevant intersecting topics and engagement opportunities.

Boulder Valley Comprehensive Plan

Brief Update

The 2010 plan and maps are available online at www.bouldervalleycompplan.net, which is also the webpage for the 2015 update and portal for interested participants to sign up for project updates.

The [Dec. 16, 2014](#) City Council Information Packet described the scoping process and consultant assessment and contains summaries of the Nov. 3, 2015 – Joint Study Session with the Board of County Commissioners and Planning Commission and the Oct. 14, 2014 Study Session with the City Council and Planning Board. The final version of the consultant's BVCP Assessment is located online [here](#). At the annual retreat, council gave direction to move forward with the Foundations work for the BVCP and conduct the official public involvement later in 2015 with the plan adoption occurring in 2016. At subsequent meetings, council has provided additional direction, such as considering a community survey, and coordination with the Housing Boulder effort. Staff has been coordinating the BVCP work plan with Housing Boulder and other citywide initiatives.

BVCP Feedback

City Council on Feb. 24, 2015

On Feb. 24, staff provided a brief overview of the foundations work and community engagement ideas to City Council, and council offered questions and feedback as follows:

- Clarify what metrics will include. Council liked the idea of measurable objectives and the ability to measure goals. A jobs and housing dashboard would be helpful to clarify how we keep track of development permits. Staff explained it is easier to measure housing units than jobs, which are more assumptions-based (although it is possible to report on square footage of commercial space created and demolished or repurposed each year).
- Consider the recent employment study for downtown (sampling in certain areas) as a possible approach.
- Track density of owner occupied housing, or people density – is it declining?
- Consider using a survey tool to poll the community about growth issues.
- “Meetings in a Box” were very successful during the Integrated Planning Project.
- 3D urban form tools are helpful.
- Resilience diagnostic as part of BVCP might be hard, but it is important to do.
- Generally, the work plan is on the right track.

Planning Board Discussion on Feb. 19 – Summary

On Feb. 19, 2015, staff provided an overview of the draft work plan (with focus on the Phase 1 Foundations work) and ideas for community engagement. Planning Board provided the following feedback and suggestions:

Work Plan/Foundations work

- The work and engagement plans are off to a good start.
- Incorporate recent information from master plans and measurable objectives.
- Planning Board liked the subcommunity/neighborhood approach. Staff explained that analysis and information about conditions will be prepared by subcommunity to assist with discussions and engagement. The intent is not to prepare neighborhood plans, but provide a finer-grained level of analysis and ability for neighborhoods to understand/give input and ideas.
- Intergovernmental Agreement (IGA) renewal should happen in 2016 – ideally at the same time that the plan is adopted.
- Use a lot of visuals to present information to aid in community engagement.

Community Engagement Plan

- Neighborhoods should be involved in determining how to support goals as well as be self determining.
- Community engagement needs to entail a lot of listening, analysis, and information gathering. Need to distill ideas and make sure all voices are included.
- It would be helpful to do a community survey (or scientifically valid poll) of some sort – perhaps a bit later in the process when specific policy or design questions can be posed.
- Involve older community members (e.g., retirement homes) in community engagement.

Overall Timeline for BVCP

Four phases are proposed for the BVCP update – each with extensive community dialogue and engagement – with the plan update completed in 2016.

1. **Foundations and Community Engagement Plan** (through June 2015)
2. **Issues Scoping with Community** (through summer 2015)
3. **Analyze and Update Plan Policies and Maps** (Begins summer 2015 - to early 2016)
4. **Prepare Draft Plan for Adoption, Extend IGA** (mid 2016)

Implementation steps, such as changes to code and zoning map updates, would be completed following plan adoption.

More detailed tasks by phase are identified in **Attachment A**, which also includes the draft timeline.

Draft BVCP Community Engagement Plan

Over the next few months, the city and county will complete the Community Engagement Plan for the BVCP update, with the aim of including diverse perspectives, an open and transparent process that provides helpful information, and multiple opportunities for community dialogue while remaining focused on critical issues as defined by the city council based on community input. The city and county will also aim to coordinate the BVCP engagement with other initiatives such as housing, climate, and resilience.

Engagement Approach

Attachment A provides an overview of the principles for engagement. In general, the city and county are aiming to design a highly visible and responsive process that is transparent and accessible and that facilitates dialogue and partnerships. The project will involve listening and going to people, businesses, and neighborhoods. The approach includes:

1. Overall, regular check-ins with guidance and approval by the City Council and Planning Board as well as County Commissioners and Planning Commission (periodic joint meetings), as well as input related to the community process from a process subcommittee.
2. Working with countywide boards and commissions where appropriate. While Planning Board and the Planning Commission have an approval role, staff will check in with other city and county boards that have potential technical or specialized input (see boards listed in Attachment A).
3. Partnering with established organizations that may host or co-host events (see list in Attachment A).
4. Building relationships and working within subcommunities and neighborhoods (e.g., providing information and hosting events at the subcommunity level in different parts of the Boulder Valley; providing opportunities for HOAs, neighborhood representatives and others to identify their unique issues, needs, and potential solutions; etc.).
5. Using creative and effective ways to engage people throughout the process, potentially including:

- **Hands-on Meetings** – Set up forums co-hosted by others that are well-designed and facilitated, and/or charrettes that foster dialogue and build understanding.
- **Videos and Channel 8** - Use video, especially for an intriguing kick off that captures the community’s imagination and encourages participation.
- **Speaker’s Panel** - Invite speakers representing different planning viewpoints.
- **Web-based** - Use online, social engagement and surveys (e.g., Inspire Boulder, Facebook, etc.). Code for America is trying new tools such as “Click that Hood” to define neighborhoods.
- **Subcommunity Meetings** – Host meetings that are customized for different parts of the city and the Boulder Valley.
- **Mobile planning** - Get out into the community (e.g., a plan van asking for direct ideas and input). The city did not receive the Knight Foundation grant, but will seek other ways to do mobile work planning.
- **Community Survey** - Gauge perspectives on urban form issues and other critical topics of interest at the right time during the process.
- **Go to People and Events** - Go to events and meetings already taking place – e.g., farmers’ market, festivals or events, new tech meet ups, and places of worship.
- **Portable Meeting Kits** - Design “Meeting in a Box”/ “Meeting to Go,” kits so neighborhoods and small groups can address planning questions on their own time.

Early Engagement to Shape the Community Engagement Plan

The plan’s “kick off” with the community will begin in spring/summer of 2015, with policy discussions through 2016. Between now and June, activities and events to help further refine the Community Engagement Plan will include:

- Continuing to improve the project web page.
- Coordinating with Code for America to pilot new engagement tools; collaborating with the city’s newly hired neighborhood liaison; and working with the Housing Boulder Process Committee to plan for and design the subcommunity/neighborhood outreach process for late April/May (which, while focused on Housing Boulder, will also provide the opportunity to discuss neighborhood-level issues pertinent to the comp plan).
- Working with established organizations to host forum(s) that invite ideas around the engagement plan and key issues (June or July 2015).
- Developing a timeline and information about Boulder’s history of planning to foster better understanding of the BVCP and its importance (for summer release).

Community Webinars and other input on Community Engagement Plan

The city is hosting two short webinars and one public meeting to capture additional ideas to inform the Community Engagement Plan including:

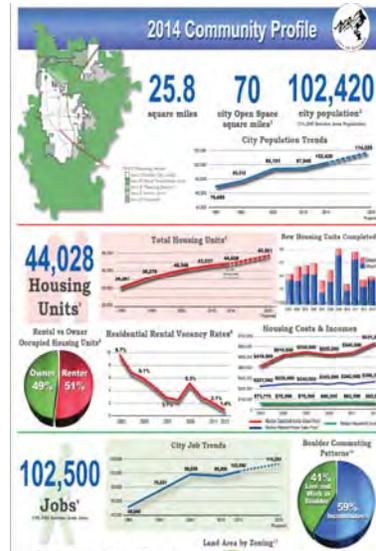
- Webinar - Monday, April 6 from 12 to 1 p.m.
- Public Meeting - Tuesday, April 7 from 5 to 6 p.m. at the Boulder Public Library
- Webinar – Wednesday, April 8 from 6 to 7 p.m.

The webinars and public meeting will feature surveys to help prioritize and inform the Community Engagement Plan.

BVCP Foundations Technical Work – (through June, 2015)

Attachment A includes an outline of the four-phased work plan with focus on technical foundations work (in addition to developing the Community Engagement Plan). Staff will present more detailed information about these tasks on March 31. Technical work that is underway and largely to be completed within the first two quarters of 2015 includes:

1. **Update 2015 “Profiles”** – update both community and housing profiles, last updated in 2014.
2. **Prepare 2040 Forecasts (25 years)** – update citywide forecasts for housing and employment and prepare summary analysis of Residential Growth Management System.
3. **Prepare Trends Snapshot** – prepare report to examine social, economic, and environmental trends, potentially organized by sustainability categories and systems.
4. **Prepare Map Inventory Updates** - develop subcommunity / neighborhood maps and infographics to document existing conditions and help identify factors related to areas of stability and change. **Do Land Use Map and Area I, II, III map clean up** to clarify parcels, identify inconsistencies with zoning, and identify suggestions for improving the descriptions and definitions.
5. **Align Master Plans and Measurable Objectives/Metrics**, including survey of measurable objectives and metrics, and identifying policy directions or data from master plans and subcommunity or area plans that may be relevant.
6. **Prepare 3D Urban Form Tools** – identify purpose, intent and options for conveying urban form information in a manner that is easily understood and which supports meaningful community dialogue about the future.
7. **Identify Initial Accomplishments and Challenges** – begin to identify actions and remaining needs and opportunities for discussion and refinement with the community at initial outreach events.



The diagnostic for the Resilience Strategy is happening concurrently.

Foundations Work Underway

Foundations Task 1: 2015 Community Profile

The updated community and housing profiles will be available for review at the Study Session.

Foundations Task 2: 2040 Forecasts

In preparation for completing 2040 forecasts by June of this year, the city is currently assessing its forecast methodology, which was initially developed in 2002 as part of the Jobs to Population project. The current method uses a combination of a “land use model” and an “economic model”, where accurate estimates of existing dwelling units, population, and employment are established as a first step.

2010 Residential and Nonresidential Forecasts – BVCP

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 attended the University of Colorado.

In 2010, Area I was projected to add about 6,000 housing units, 15,000 residents, and 19,000 jobs by 2035. At the same time, CU enrollment was anticipated to increase by an additional 5,000-15,000 students by 2030. It was expected that most growth would occur through redevelopment, since the city has little vacant land left within the Service Area.

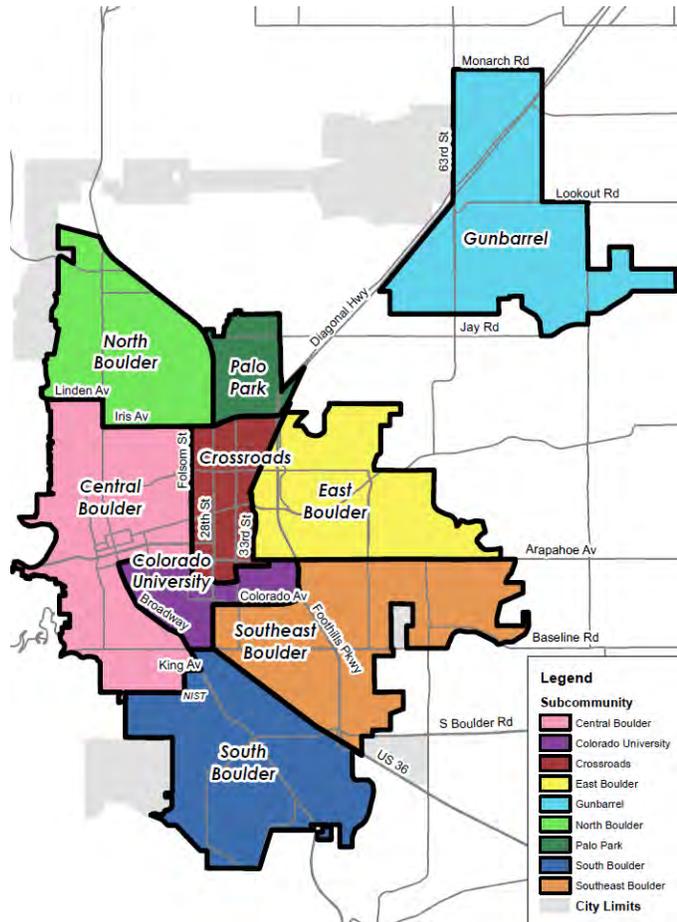
Future residential growth is then projected forward from the current estimate using a combination of zoning capacity and historic growth rates. Non-residential growth is projected using a combination of Bureau of Labor Statistics information, zoning capacity, and average annual growth rate information. Since the methodology is parcel-based, projected residential and non-residential growth can be presented at the Subcommunity and Service Area geographies. Current efforts to assess the forecasting methodology could result in possible refinements for the 2015 BVCP update.

Foundations Task 3: Trends Snapshot

Build on the 2010 format. Make the analysis systems-focused. Coordinate with other data (TMP, housing) to organize it by Sustainability Framework and address topics such as: population, housing, education, income, age, employment, industries, employment share and commuting, transportation, energy and climate, natural resources, urban form, and local food.

Foundations Task 4: Subcommunity - Existing Conditions and Data Mapping

The city is preparing subcommunity maps and data information for each of the areas shown at right, including information about neighborhood demographics, land use mix, features and assets, history/historic features, and travel patterns within each area. The first drafts will be ready for the subcommunity meetings in May to use for discussions.



BVCP Next Steps

- April 2015** (April 15, as joint meeting, or April 16) Planning Commission and Planning Board, respectively, review of preliminary BVCP technical work and Community Engagement Plan
- Early May (TBD)** Subcommunity events coordinated with Housing Boulder process
- June 9, 2015** City Council Study Session – review Foundations work
- July 21, 2015** City Council Agenda Item to accept BVCP schedule, work plan, and process for public requests for changes to the plan, including assessing interest in considering requests for changes to the service area
- July 2015 (TBD)** Board of County Commissioners

Resilience Strategy

Overview

As part of the Rockefeller Foundation's 100 Resilient Cities (100RC) campaign, Boulder is developing strategies to become a more resilient community – addressing the physical, social, and economic challenges of the 21st century. See ResilientBoulder.com. Resilience is a multi-faceted concept and generally defined as the ability of a community to prepare for and respond effectively to stress. Some of the stresses will come on suddenly, like the 2013 flood, wildfires, violence or flu. Others take their toll over time, such as economic hardship or social inequality. In either case, a resilient community is able to not only bounce back from these challenges but also "bounce forward."

The 100RC program supports city resilience-building by providing funding for a Chief Resilience Officer (CRO), providing technical support for development of a resilience strategy (i.e., consultant HR&A), providing access to tools to help assess the city's resilience, and including Boulder in the resilience network with 99 other cities.

Resilience Work Plan and Schedule

100RC has outlined a general approach and methodology for developing resilience strategies that the city has used to customize a process according to community goals and capacity and in coordination with the BVCP scope of work and other city projects. Generally, the phases of work are as follows:

1. **Phase I (through May 2015): Preliminary Resilience Assessment.** To date, this phase has included shocks and stresses workshops with 100RC staff in April 2014, and the CRO hiring in September 2014. In late October 2014 the city began diagnostic and analytical activities designed to more comprehensively assess the city's risk profile (i.e., what is the city's exposure?), and catalogue the existing portfolio of resilience-related projects, policies, and programs (i.e., what is currently happening that relates to resilience?), and map a stakeholder engagement plan. In February, the city hosted a web-based resilience Perceptions Survey for two weeks. Additional work to be completed in Phase I includes identifying gaps, opportunities and challenges and identifying preliminary focus areas for work in Phase II.
2. **Phase II (through late 2015): Strategy Development.** The second phase will focus on creating the resilience strategy for the identified focus areas.
3. **Phase III (in 2016)** will be dedicated to early implementation activities and ensuring financial sustainability of resilience beyond the initial 100RC investment.

Preliminary Resilience Assessment

The Preliminary Resilience Assessment (PRA) is a synthesis of the outputs and findings of Phase I and is used to develop the analytical foundation for selecting Focus Areas. Focus Areas are thematic areas around which the city wants to develop more knowledge, gather more data, and conduct more analysis to shape its work in Phase II of the strategy process. The purpose of defining Focus Areas at this stage is to:

- Enable cities to customize and narrow the scope of activities to be undertaken in Phase II, and define a Scope of Work that reflects each city's capacity and needs;
- Build a fact base, and deepen a city's knowledge and understanding around a few specific issues the resilience strategy will aim to address;
- Help the city identify appropriate stakeholders, working groups, data sets, tools necessary for Phase II;

- Help ensure that cities identify actionable priorities and specific initiatives for discovery/planning/implementation; and
- Create consensus around the direction of the resilience strategy development process.

Focus areas could correlate directly to specific resilience strengths and weaknesses, specific shocks and/or stresses, and/or cross-cutting issues, for example:

- Address further understanding and analysis of a city’s vulnerability to a shock;
- Analyze how shocks and stresses might interact (for example -- how aging infrastructure and poverty impact the city’s ability to respond to flooding events);
- Integrate and prioritize existing planning efforts; or
- Focus on a specific part of a shock or stress which requires deep articulation.

The city is working toward identifying initial Focus Areas from the feedback and survey work so far.

Feedback

Several of the outcomes from Phase I, including the a summary of the April 2014 workshops and the additional analysis of the February 2015 Perceptions Survey (highlights below) will be available on the project website by the end of March. (See ResilientBoulder.com.)

Resilience Perception Survey

In February 2015, the city hosted a web-based Resilience Perceptions survey to which 550 people responded. To notify the community, the city issued a press release, sent email to the resilience and planning email lists, and issued other social media notices. The survey is not statistically valid because respondents were self-selecting, however the respondent profile indicates some diversity in terms of tenure in Boulder, place of residence, and work sector. A high level summary of results are noted below, highlighting some potential topics for further analysis and discussion. Additional survey results will be posted to the webpage by the end of March, with a full analysis incorporated into the final Preliminary Resilience Assessment in May.

1. **Boulder is viewed as having strengths in resilience areas of:** safety/crime deterrence, robust local economy, protection of natural resources and ecosystems, emergency information systems, water supply, sufficient and affordable local or organic food supplies, hazard monitoring and alerts, updated codes and standards and plans for urban development.
2. **The community is viewed as having weaknesses and work to be done in areas of:**
 - a. **Community Engagement** – Providing greater sense of belonging in the city and being more integrated and inclusive of civil society. Adding measures to promote trust of government.
 - b. **Transportation Systems** – Integrating transportation links with other cities/regions, and providing a multi-modal system with inclusive coverage of the city.
 - c. **Inclusive Housing/Health Care** – Addressing Boulder’s affordability and social and economic challenges related to housing and access to health care and mental health.
 - d. **Resilient Governance** – increasing transparent, inclusive, and integrated decision-making and leadership; increasing collaboration, and integrating land use and inclusive planning process.

Resilience Next Steps

At the **April 28, 2015** Study Session, staff will present a draft version of the Preliminary Resilience Assessment and Phase II Focus Areas.

Form Based Code Pilot

Overview

As part of the larger Design Excellence Initiative, the city is piloting a form-based code (FBC) in Boulder Junction, defined as the area addressed in the adopted Transit Village Area Plan. The purpose of the effort is to test FBC as an approach to address design quality and development review issues recently articulated through community, board and council conversations, as summarized in the Jan. 15, 2015 memo from Dover Kohl ([link to memo](#)). The Community Planning & Sustainability Department is leading the effort in collaboration with other city departments and two consultant teams.

In addition, the applicants for the proposed S'PARK project at Boulder Junction and the Reve project at 30th and Pearl have indicated an interest in exploring how the two projects could serve as real-world pilot projects for the FBC. The Site Review process for S'PARK and the anticipated Site Review process for Reve (they have not yet submitted, but have indicated their intention to do so) are intended to move in tandem with the FBC pilot process.

Consultants - Overview of Roles

In January, the city initiated a competitive Request for Proposals process and received two proposals. In February, an interview panel made up of interdepartmental staff and representatives from the Planning Board (PB), Boulder Design Advisory Board (BDAB), Transportation Advisory Board (TAB), the Boulder Junction Access District (BJAD) Parking Commission, and the BJAD Travel Demand Management (TDM) Commission interviewed the two firms. In general the outcome of that process is as follows:

- A team led by **CodaMetrics** was selected through the RFP process as the consultant for the Boulder Junction FBC pilot and will complete the work plan tasks outlined below.
- **Dover, Kohl & Partners** will continue as the city's on-call consultant for the broader Design Excellence Initiative to provide consulting services focused on addressing design and development issues citywide, while also playing a role in the FBC pilot in collaboration with CodaMetrics.

Draft Work Plan

The desired results of the Design Excellence initiative are: 1) A FBC pilot applied to the Boulder Junction area; 2) Updated Site Review criteria that better address design quality, achieve city goals, and increase predictability, and 3) Potential application of other FBCs in other areas of the city.

Staff is currently in the process of negotiating the contracts and specific scope of work for each of the selected consultants to accomplish the changes discussed above. The summary provided here reflects the current understanding of each team's roles and responsibilities within the project, although specific details may be subject to change as discussions and contract negotiations progress. Staff is also investigating how to best address the issue of community benefit in projects and will work with both the consultants on how they could assist in this conversation.

Lastly, staff is proposing to form a working committee made up of board representatives (i.e., PB, BDAB, TAB, BJAD's Parking and TDM Commissions similar to the interview panel) to provide advice on the FBC pilot. While the independent boards would provide specific recommendations to council, the working committee would include liaisons from the boards to enable ongoing robust input from the different perspectives throughout the formulation process. At present, staff is considering two board members from Planning Board, two board members

from BDAB, one from each of the BJAD boards and one board member from TAB.

Form Based Code

CodaMetrics will work with the city to complete the following high level tasks:

1. Conduct a synoptic survey to photographically catalog buildings, their context, their relationship to the street, and elements of their design.
2. Work with the city to engage the community during each stage, including:
 - o Explain FBC – what it is/isn't and how it might work with Boulder's current regulatory structure;
 - o Host listening sessions with neighborhood groups, property owners, developers, elected officials, board members, and city staff;
 - o Host working committee meetings;
 - o Hold three community workshops;
 - o Present to boards and commissions; and
 - o Support development of online outreach materials.
3. Coordinate with applicants for the proposed S'PARK and Reve developments to consider the possibility of the two projects becoming a "real world" pilot FBC.
4. Draft a FBC for the Boulder Junction pilot area, including but not limited to sections to address: Administration and Intent; How to Use the Code; General Provisions; Definitions; Building Typology and Envelope Standards; Public Realm Standards; and Architectural Standards.

If the city finds that the FBC pilot is beneficial at accomplishing the set goals, CodaMetrics could be retained in the future to assist in creating new FBCs outside of the Boulder Junction area.

Design Excellence

While the FBC pilot work is occurring, Dover, Kohl & Partners will work with the city to conduct a public process for the Design Excellence Initiative to addresses big picture design questions and topics associated with the FBC pilot, and any necessary adjustments to the city's Site Review Criteria, as follows:

1. Determine how to structure the FBC so that it fits into the framework of the city's land use code and site review process:
 - o Coordinate with the CodaMetrics team on the specific structure of the FBC pilot;
 - o Identify any necessary adjustments to the land use code and/or site review process to accommodate the FBC pilot; and
 - o Look beyond the pilot project and recommend any additional changes to the land use code that would be necessary if FBC were to expand beyond the pilot area or be implemented citywide.
2. Provide specific recommendations to changes to the site review criteria necessary to achieve the broad community goals, address elements of good design and increase predictability in development projects.

FBC Next Steps

- March 31** Finalize scope and contract with CodaMetrics and Dover, Kohl & Partners and finalize a schedule
- Early April** Form a working committee made up of board representatives (i.e., PB, BDAB, TAB, BJAD's Parking and TDM Commissions) to provide advice on the FBC pilot
- Early April** FBC project community kick-off
- April – Oct.** Public engagement, including boards/commissions, community, and City Council
- Oct.** Draft and finalize FBC proposal for council review and acceptance

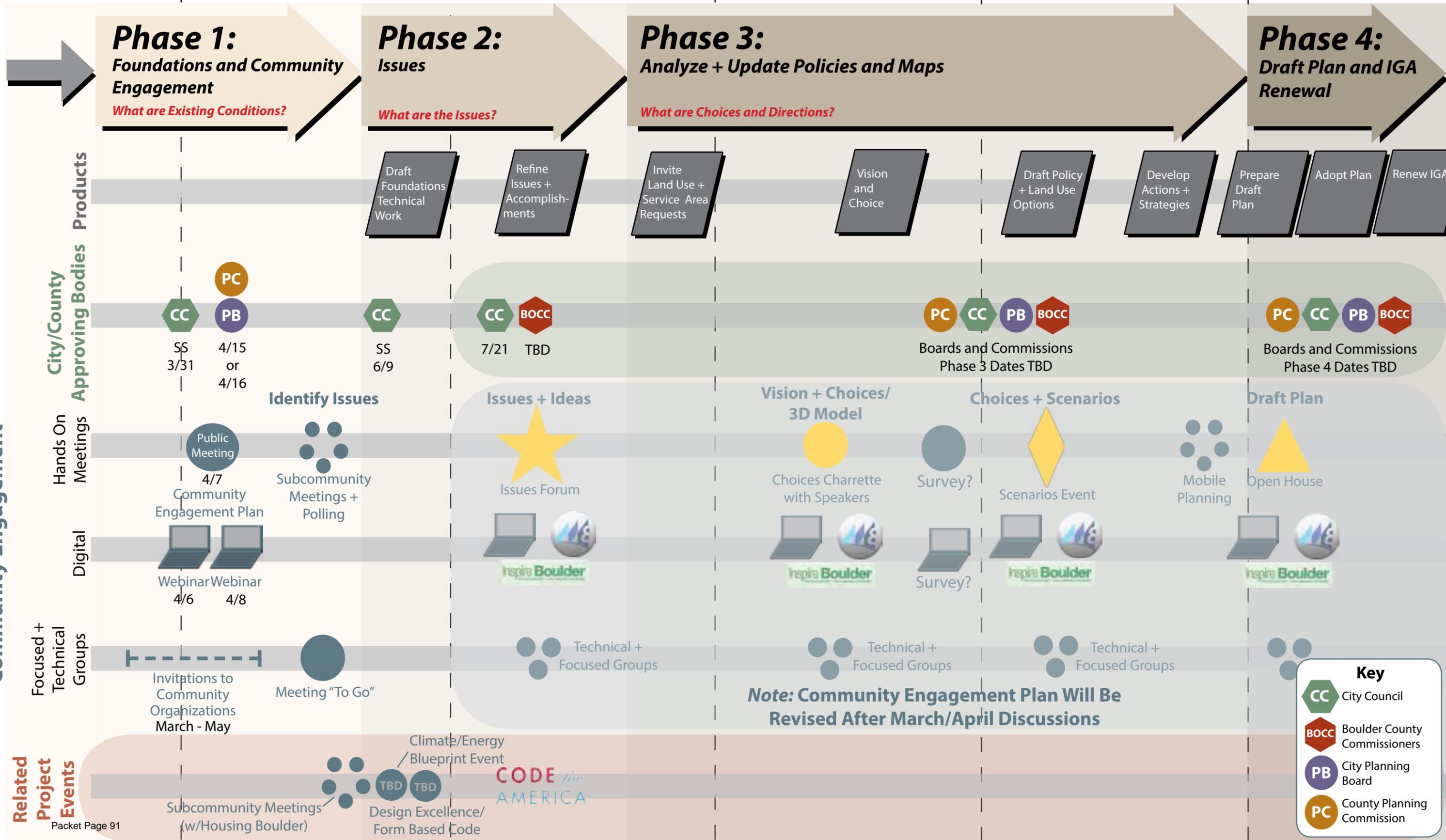
ATTACHMENT(S)

A. BVCP Attachments:

- a. Draft work plan graphic**
- b. Draft Community Engagement Plan ideas**
- c. BVCP Work Plan (Focused on Phase 1 Foundations Work)**

Boulder Valley Comprehensive Plan 2015 Update: **Work Plan**

Mar 2015 Apr May Jun Jul Aug Sept Oct Nov Dec Jan 2016 Feb March Apr May Jun



Community Engagement

Note: Community Engagement Plan Will Be Revised After March/April Discussions

Key

- City Council
- Boulder County Commissioners
- City Planning Board
- County Planning Commission

Boulder Valley Comprehensive Plan (BVCP) 2015 Update

A—Initial Ideas for Community Engagement Plan

Work in Progress - 03/18/15

Goal: A smart, open engaging process focused on critical issues.

All phases for the plan update will entail extensive community dialogue and engagement. The plan update will be complete in 2016.

Engagement Objectives and Principles

- 1. Listen***
- 2. Include diverse perspectives***
- 3. Provide relevant information***
- 4. Remain focused on critical issues as identified by the community and its leadership***
- 5. Have a civil/civic conversation***
- 6. Be transparent***
- 7. Provide multiple and meaningful ways for people to feel included, including small groups organized by geographic areas (subcommunities, neighborhoods)***
- 8. Use input to inform approaches and the plan update (i.e., effective feedback loops)***
- 9. Strengthen community partnerships***

Engagement Approach

Design a High Quality and Responsive Process Design

Design engagement processes and techniques to appropriately fit the scope project and evaluate and adapt it to changing needs and issues as the project progresses.

Be Transparent

Design the public decision-making processes to be accessible, open, honest, and understandable. Provide multiple ways for people to receive the information they need, and with enough lead time, to participate effectively. Show and explain how community input will be incorporated into the options for consideration and decision-making.

Facilitate Partnerships

Facilitate respectful and engaged participation from community members, groups and organizations as community partners. Provide specific opportunities for engaging targeted communities (such as Gen Y or hard-to-reach people). Build partnerships during the engagement process, thus empowering people to use the plan moving forward and partner with the city and county to achieve the goals in the plan.

1—BVCP will be guided and approved by: City Council and Planning Board. County Commissioners and Planning Commission (with periodic joint meetings).

2—Involving Boards and Commissions

- City Planning Board (approval)
- County Planning Commission (approval)

City and county boards with potential technical or specialized input role:

- Arts Commission
- Boulder Design Advisory Board
- Downtown Management
- Environmental Advisory Board
- Health (County)
- Human Relations
- Immigrant Advisory Committee
- Landmarks Preservation
- Library Commission
- Parks and Recreation / Parks, Open Space
- Senior Community
- Transportation
- Water Resources
- Youth

3—Partnering with Established Organizations that may lead in convening events (alphabetical):

- Better Boulder
- Boulder Chamber
- Boulder Tomorrow
- Community Foundation and other social service organizations
- Consortium of Cities
- Downtown Boulder, Inc.
- Growing Up Boulder
- Faith Based Organizations (tbd)
- Historic Boulder, Inc.
- Human Service organizations
- Impact Hub Boulder

- Livable Boulder
- New Era Colorado
- Open Boulder
- Plan Boulder County Retirement/Seniors: Frasier Meadows, Presbyterian Manor, Academy, etc.
- Sierra Club (other environmental)

4—Working with Subcommunities and Neighborhoods

Provide information and host events at the subcommunity level and in different parts of the city and Boulder Valley to help include, inform, and engage neighborhoods. Include HOAs, neighborhood representatives in contact with the city, renters, etc. Coordinate with the city's new neighborhood liaison and with the Code for America Partnership project to improve a neighborhood database and online engagement.

5—Using Multiple Ways to Engage Boulder and Boulder Valley

A few types of engagement or events include:

1. **Invitations:** Distribute information and invitations to organizations and individuals early in the process to help people understand the purpose and scope of the comprehensive plan update, encourage people to sign-up for communication, and build relationships.
2. **Webinars:** Host several meetings to ask people about best ways to engage the community and their neighborhood in the plan update.
3. **Hands-on Meetings:** Host forums co-hosted by others, well-designed and facilitated, charrettes that foster dialogue and build understanding.
4. **Videos and Channel 8:** Use video, especially for intriguing kick off that captures the community's imagination and encourages participation.
5. **Speaker's Panel:** During Phases 2 and 3 of the project, invite speakers representing different viewpoints on community planning. Some of the speakers identified during Housing Boulder may be fitting.
6. **Web-based:** Online social engagement – dialogues and surveys (e.g., Inspire Boulder, Facebook, surveys, etc.). Current webpage is: www.bouldervalleycompplan.net, with link from county' BVCP web page, and vice versa. Code for America is trying new tools such as "Click that Hood" to define neighborhoods.
7. **Subcommunity Meetings:** (See above.) Meetings will be designed for different parts of the city and county.
8. **Mobile planning:** Get out into the community (e.g., a plan van/food truck, or bikes around town, scannable codes directing people to web or asking for direct ideas and input).
9. **Community Survey:** Potentially during Phase 3 of the process (policy development), design a survey to gauge perspectives on urban form issues and other critical topics of interest.
10. **Go to Events:** Be present at events and places where people are (e.g., farmers' market, festivals or events, new tech meet ups, Ignite, at work, senior centers, school events, places of worship).

11. **Design Portable meetings.** (e.g., “Meeting in a Box” or “Meeting to Go” types of approaches) so neighborhoods and small groups can address planning questions and issues on their own.

6—With Possible Committee Input

1. **Possible Process committee:** A process committee could provide ideas to make the process transparent, informative, and democratic. The committee may include members of City council, Planning Board, and county representatives from BOCC and the Planning Commission as well as members from other boards.
2. **Possible Technical committee(s):** May include other agencies or departments with data or info to share (e.g., BVSD, CU, City/County resource managers, Human Services, etc.) and to provide feedback on technical accuracy of information (not policy direction).

B—BVCP Work Plan Outline (Focused on Phase 1 Foundations Work)

The Boulder Valley Comprehensive Plan (BVCP) is adopted jointly by the City of Boulder (“city”) (Planning Board and City Council) and Boulder County “county” (County Commissioners and Planning Commission) in their legislative capacities. A link to the 2010 plan and maps is located at www.bouldervalleycompplan.net. The BVCP is updated periodically to respond to changed circumstances or evolving community needs and priorities. This year, the plan is due for a major five year update.

What Preparatory Work was Completed in late 2014/early 2015?

- City provided background information for joint study sessions of the City Council and Planning Board (Oct. 14, 2014) and Board of County Commissioners and Planning Commission (Nov. 3, 2014).
- Additionally, a consultant team (Clarion Associates/Godschalk) prepared an assessment of the 2010 Plan and ideas about how communities make their plans strategic and effective. The report is one piece of information to assist with the community dialogue.
- The project web page provides up to date information.
- City Council solidified their priorities for the 2015 city planning work plan during their Annual retreat in January.

Preliminary Timeline and What to Expect in 2015

Four phases are proposed – each with extensive community dialogue and engagement. The plan update will be complete in 2016.

- 1. Foundations and Community Engagement Plan (through June 2015)**
- 2. Issues Scoping with Community (through summer 2015)**
- 3. Analyze and Update Plan Policies and Maps (Begins summer 2015 - to early 2016)**
- 4. Prepare Draft Plan for Adoption, Extend IGA (mid 2016)**

With follow up code reform and implementation.

More opportunities for the community to participate in shaping the Community Engagement Plan will occur in March and April 2015. Additionally, as part of Phase 2 the city and county will work with the community and leadership to identify plan issues and finalize a focused scope of work. City and county staff are working together to prepare a more detailed work plan and schedule, but more detailed tasks by phase are identified in the outline that follows.

Phase 1 – Foundations / Snapshot of Community and Community Engagement Plan

Phase 1 consists of the following tasks:

Task 1.1 - Refine Scope of Work and Schedule.

Task 1.2 - Develop a Community Engagement Plan. Finalizing the engagement strategy for the BVCP will include input from the community and will be coordinated with neighborhood liaison and other city initiatives. (See “Initial Ideas for Community Engagement”.)

Task 1.3 - Foundations Technical Work. Work to be developed and used during community engagement will focus on:

- a. **2015 “Profile” Update.** The housing and community profiles were last updated in 2014 and will be updated in March 2015.
- b. **Prepare 2040 Forecasts (next 25 years).**
 - Update forecasts (residential, non-residential) mapped citywide and by geographic areas of city (e.g., subcommunity level).
 - Build from 2010 forecast methodology, possibly using CommunityVIZ, and identify necessary categories that may assist with other work such as commercial linkage fees.
 - Prepare brief summary analysis of Residential Growth Management System.
- c. **Prepare Trends Snapshot.** Building on the 2010 format, identify and examine social, economic, and environmental trends (e.g., Boulder Past, Present, Future). Present data and information in clear, compelling maps and graphics, possibly by subcommunity, and/or with information on cross-cutting topics, potentially by sustainability categories (e.g., safe community, healthy/socially thriving, livable community, etc.). Make the information systems focused. Include the following:
 - Social: Population, housing, education, income, and age (and national and regional growth)
 - Economic: employment, industries, employment share and commuting
 - Environmental: Transportation, energy and climate, natural resources (and urban form and food)
- d. **Prepare Map Inventory Updates (for use in trends reporting).**
 - **Update maps,** tools and info-graphic approach to presenting system-based data, including but not limited to:
 - Update to subcommunities and neighborhoods maps as appropriate
 - Update 15-minute neighborhood assessment tool
 - Floodplains and current wetlands inventory
 - Parks, schools, and other public facilities map
 - Boulder Valley Natural Ecosystems map update
 - Hazards map update
 - Incorporate information from transportation connections and transit corridors plan

- Utilities map updates
- Trails, greenways, and open space updates
- Major institutions, ownership
- Current land uses and density, including people density
- **Begin Land Use Map/Area map clean up and analysis.**
 - Begin clean up of existing Land Use Map and Area I, II, III maps to better align data with parcel boundaries. Identify where land use is unclear or uncertain that may need to be considered later in map update (Phase 2).
 - Prepare analysis of Land Use Map descriptions identifying inconsistencies or ambiguity with intent or zoning districts.
- **Identify factors for stability/change areas.** Using updated map(s) and other data, prepare preliminary assessment factors relating to stability/maturity vs. areas of change for use in later community dialogue.
- e. **Align Master Plans and Measurable Objectives/Metrics.**
 - **Review Master Plans/Summaries.** Identify policy directions or data from master plans and subcommunity and area plans that might be relevant for previous tasks or discussions in Phase 2. Update summaries as necessary to reflect current plans.
 - **Measurable Objectives/Metrics.** Survey existing measurable objectives in use at the city from master plans, budget process, etc. Identify gaps. Identify measurable objectives and metrics in use in other communities that may be useful considerations for Boulder.
- f. **Prepare 3d urban form tool for use in community dialogue about urban form.** Using the updated land use map, prepare land capacity mapping that conveys information about urban form based on current land use and zoning, three-dimensionally.
- g. **Identify Initial Accomplishments and Challenges (to be finalized in Phase 2 after further community input).**
 - Identify what the community has accomplished (e.g., land use mix and urban patterns, growth management, neighborhoods, resource conservation, design and public spaces, services and infrastructure, historic preservation, infill and redevelopment).
 - Identify remaining challenges and opportunities (e.g., how will the city accommodate future lifestyle shifts? How will the city address infrastructure needs?)

Parallel Efforts:

- **Resilience Diagnostic.** Resilience analysis and diagnostic also happening.
- **Housing Strategy.** Several milestones may overlap between Housing Boulder and BVCP, including the subcommunity community engagement proposed for May 2015.
- **Other integrated planning efforts** are shown on the 2015 Integrated Planning Timeline (Q1 and Q2).

Phase 2 – Issues Focus

(Note: Additional detail about this phase and tasks will be added after Phase 1 is complete)

Phase 2 builds on Phase 1, and will entail extensive community engagement to accomplish the following:

Task 2.1 - Identify Issues. With community, identify areas of focus for the plan update, building on the work completed in the consultant assessment, joint study sessions of the city and county, and foundations technical work.

Task 2.2 - Initiate Community Engagement/City and County Leadership Input. Engage the community regarding the completed technical analysis (e.g., trends, challenges and opportunities), and identify priority issues to explore and update community engagement schedule for this phase of the plan. Check in with city and county (council and Planning Board, Board of Commissioners and Planning Commission).

Task 2.3 - Confirm Issues: Based on community input, refine and confirm issues.

Task 2.4 - Refine Accomplishments and Challenges. Based on community input, refine and confirm accomplishments and challenges.

Task 2.5 - Refine Scope. Refine overall scope of work and schedule of meetings.

Phase 3 – Analyze / Update Policies and Maps

(Note: Additional detail about this phase and tasks will be added after Phases 1 and 2 are complete)

Phase 3 builds on previous phases, and will entail extensive community engagement to accomplish:

Task 3.1 – Update Community Engagement Schedule. Schedule will include specific activities for this phase, including sessions with City and County leadership.

Task 3.2 - Verify Vision. With community, verify parts of the vision that are still valid. What new ideas should be added, using consultant report and input from the city and county joint study sessions as a way to help frame an initial set of issues. Revamp format to make the vision more accessible and user friendly. Consider adding illustrative map (e.g., from 2000 plan).

Task 3.3 - Invite Public Land Use Requests and Possibly Service Area Expansion or Contractions. Take in requests and begin review using criteria set forth in BVCP. As part of the process, clarifications to that section of the plan may be made.

Task 3.4 - Formulate Policy Options. Based on community input, determine options.

Task 3.5 - Land Use/Urban Form. Invite and initiate land use map changes and prepare analysis. Prepare 3D form based plans as relevant for certain areas of city. Improve land use descriptions to

make consistent with zoning and considering other factors such as land use/transportation relationships and services and infrastructure.

- **Analyze choices.** Prepare analysis of key choices -- policy and map based
- **Add Metrics.** Depending on analysis in Phase 1 and input, add plan metrics.
- **Resilience Strategy.** Ongoing.

Phase 4 – Prepare Draft Plan for Adoption. Update IGA.

(Note: Detail about this phase will be added after previous phases are complete)

Phase 4 builds on previous phases, also with extensive community engagement to address:

Task 4.1 – Update Community Engagement Schedule. Schedule will include specific activities for this phase, including sessions with City and County leadership.

Task 4.2 - Develop Actions and Strategies. Identify strategies to achieve plan (e.g., priority actions, addressing priorities, necessary actions, how city will pay for what community wants, monitoring tools and indicators to continually renew the plan?). Engage community in discussion and prioritization.

Task 4.3 - Prepare Draft Plan. Develop draft plan update.

Task 4.4 - Adopt Plan. Prepare and bring plan for adoption.

Task 4.5 - Extend the Intergovernmental Agreement (IGA) between the City of Boulder and Boulder County for the purpose of coordinated planning and land regulation. Current IGA expires on Dec. 31, 2017.

Resilience Strategy

In parallel, the city is undertaking the Resilience Strategy to increase the community's resilience, which gives the community a unique opportunity to assess its resilience strengths and weaknesses, considering local and regional multi-faceted resilience topics. Early steps in the Resilience Strategy that overlap with Phases 1 and 2 of the BVCP work plan include:

1. Identify Resilience Perceptions
2. Map stakeholder network (i.e., Stakeholder Engagement Plan)
3. Develop City Context Document
4. Prepare Resilience Diagnostic of Shocks and Stresses
5. Prepare Actions Inventory (to identify actions underway)