

### **Purpose of the Guiding Principles**

These guiding principles represent a shared statement about the nature of the Colorado Chautauqua and the manner in which its primary stewards (the City of Boulder and the Colorado Chautauqua Association) intend to collaborate in the planning and management of its future. The final principles will guide revisions to the lease agreement as well as the “Collaborative Stewardship Framework” document presented in draft form in June 2012.

#### **1 A Public Place**

Chautauqua is a shared community resource and a public place. While there are multiple ownerships and missions that are served within the area, it should be managed and preserved in a manner consistent with the community’s sustainability goals and other priorities. Most importantly, it is essential that it remain first and foremost a place that is accessible, safe and welcoming to the general public.

#### **2 A Historic Landmark**

Chautauqua is a recognized national and local historic landmark; its preservation as such is the highest priority when making decisions about its future. While it is recognized that changes will occur over time, those changes must be thoughtfully considered and managed to ensure the preservation of Chautauqua’s historic character and unique sense of place.

#### **3 A Historic Mission**

Chautauqua supports cultural, educational, social and recreational experiences that are integral to its historic character and function. Preservation and perpetuation of its historic mission and supporting operations are paramount to sustaining the spirit of the Chautauqua.

#### **4 A Balanced Approach**

Chautauqua encompasses multiple ownerships and missions; the needs and interests of all must be balanced in a manner that protects the site and spirit of Chautauqua, in keeping with principles 1, 2 and 3.

#### **5 Collaborative Place Management**

To achieve the balanced approach described in Principle 4, the Chautauqua area must be collaboratively managed. In particular, the following components of collaborative place management must be clearly defined and agreed to by all parties:

**5a Roles and Responsibilities.** The following core entities have key responsibilities related to the Chautauqua area’s management.

- ***Colorado Chautauqua Association:*** has primary responsibility for the preservation and perpetuation of the Chautauqua’s historic mission and the management of the leased facilities and site area in a manner consistent with that mission and these guiding principles.

- **City of Boulder, City Council and City Manager's Office:** has primary responsibility for representing the interests and priorities of the community at-large, acting as the primary landowner, and coordinating policy and action in a manner consistent with these guiding principles. Under the direction of the City Manager, and led by various departments and work groups with input from Council-appointed boards when and where appropriate, the city is also responsible for a number of facilities, issues and operations in the Chautauqua area, including:
  - the Chautauqua Green Park's management and operations.
  - the adjacent open space lands, including related trailheads and support facilities, most notably the Chautauqua Ranger Cottage and adjacent parking.
  - the preservation of the Chautauqua facilities and site in a manner consistent with local and federal preservation policies.
  - transportation-related issues, including planning, enhancements, operations and maintenance (sometimes as the lead, and at other times in partnership with the CCA)
  - water, stormwater and wastewater utilities
  - planning, management and enforcement related to the Neighborhood Parking Permit program and other parking management services.

**5b Thresholds for Collaborative Processes.** Effective collaboration of the multiple core entities responsible for the Chautauqua area's management is critical. To guide the development of collaborative frameworks and agreements, the following "thresholds for collaboration" will be defined and agreed to by all parties:

- **Threshold 1: Minor Modifications.** These encompass site or facility changes that do not involve significant changes to the site or public building exteriors; are led and financed primarily by a single party; and are consistent with these guiding principles. Coordination and collaboration between parties is essential, but successful precedents exist that can be clearly defined and followed to ensure transparency, mutual understanding and continued success. *Examples of this type of change include recent enhancements to site signage and current work to improve the bus pull-out and site circulation for improved pedestrian safety.*
- **Threshold 2: Significant Modifications Led by a Single Party.** These are changes to the site or facilities that significantly alter a public building's exterior, involve new construction or demolition, alter historic site patterns or designs, and/or represent a significant change in use. This level of change may be proposed by a single party as being necessary to meet its needs, but will require a higher degree of coordination and collaboration early in the process to address the concerns or needs of other parties and ensure consistency with these guiding principles. The resulting process may or may not lead to shared

financial responsibility, but should ensure transparency, opportunities for public input and clarity and timeliness of decision making for the concerned party(ies). *Examples of this type of change include the potential addition of ADA-accessible bathrooms and the recent proposal to develop a new free-standing building.*

- **Threshold 3: Significant Modifications Requiring Multi-Party Investment.** These are changes similar in scope or impact to those in Threshold 2, but which would clearly benefit from joint investment in their design and implementation. Due to the shared investment, these may require an even higher degree of collaboration early and throughout the process. *An example of this type of change is the potential undergrounding of utilities around and through the National Historic Landmark area.*

**5c Guiding Policy Documents.** To support a collaborative approach to management of the Chautauqua area, key policy documents should be jointly developed and adopted by the core parties. These include, but are not limited to, the Chautauqua Collaborative Stewardship Framework (which should be revised and finalized consistent with these guiding principles) and the Chautauqua Design Guidelines.

**5d Public Information and Input.** Because the management of Chautauqua is a shared responsibility across multiple entities, it can be difficult (if not impossible) for the public to find complete and accurate information regarding planning and management-related issues for the area. A shared approach to providing public information and opportunities for public input shall be developed and implemented to support these principles' goals for collaborative stewardship in the public interest.

## **6 A Cautious Approach to Change**

The development of any new structure, significant exterior modifications to existing structures, and any significant modifications to the site should be approached cautiously and collaboratively. Significant changes should respond to an agreed upon need (consistent with the "thresholds" described in Principle 5b), and considered through a process that embraces all of the preceding principles. Minor modifications can and will proceed according to existing processes (initiated by CCA, coordinated with relevant city staff, and approved by the city's Landmarks Board and/or other boards as needed).

## **7 Shared Financial Responsibility**

Because the Chautauqua area is a shared resource with community-wide as well as interest-specific benefit, investments in its care and upkeep should be shared in accordance with the benefit provided to each interest or user group as well as the community at-large.