

**Boulder City Council Retreat  
January 12 and 13, 2014  
Council Vision and Proposed Action Actions**

## **COUNCIL VISION**

### Housing

- Housing is part of an integrated planning process.
- A significant fraction of our workforce housing is socioeconomically diverse at the neighborhood level and serves 80-120% AMI.
- 10 % of our affordable housing serves 80% AMI and below.
- Housing is in 15-minute neighborhoods.

### Hill

- There is an increasing diversity of businesses appealing to neighborhood residents, students, and wider community.
- 13<sup>th</sup> attracts events that build community and increase business.
- There is an arts district.
- The university, along with all stakeholders, is a true partner in rebirth.
- There is an adequate mix of parking/bike/bus service.

### Livability

- All forms of transportation move easily about the city.
- We maintain clean air, clean water, and access to open space.
- We increase enforcement in order to achieve compliance in areas of importance.
- We have a robust library system.
- There are few barriers to hosting neighborhood events.
- Automobile congestion is no worse than it is right now.

### Homelessness

- Success will be indicated by how well integrated City of Boulder efforts are with regional and state efforts.
- We have effective intervention programs for people at risk.
- We make places like the Civic Center more welcoming and safer for citizens.
- We reduce the number of homeless.
- We effectively communicate complexities of the homeless situation, showing different facets of it and putting a face on homelessness.
- We are providing more transitional housing to go along with “Ready to Work” and jobs efforts.
- We have a number of rooms to aspire to.

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- We separate out homeless housing from the larger, permanently affordable program.
- We create indicators for homelessness; the January annual survey is not enough.
- We explore day facilities to provide options other than the library.
- We raise awareness of homeless victims through a public art/outreach program.

Arts

- Art districts have been created for 15<sup>th</sup> and North Boulder.
- 1% of public funding goes to the arts (art is everywhere).
- Visitors want to come to Boulder for its public art.
- Boulder is an incubator for the arts; there may be cooperative housing for artists.

Open Space

- Regional trails are completed and connect.
- We have resolved the issues with active/passive recreation uses on multi-use paths and the bike race on Flagstaff.
- We are making open space trailheads part of transportation systems, including public transit.
- There is additional signage on open space, addressing cultural resources and the flood.

Local Food

- We have acquired property in Longs Garden.
- There are edible landscapes included in Parks and Recreation planning.
- There are more Open Space lands in agricultural production and more farms on Open Space lands.
- We are allowing more accessory structures that support local agriculture.
- There is a year-round farmers market at Civic Center.
- There is increased cooperation and more partnership between CU, BVSD, Naropa, the City, and the County.
- We are creating a stronger brand identity for Boulder local foods.
- Boulder has a healthier population; there is less obesity.
- The Ready to Work program goes to agriculture.
- We are creating a preference for local food in City procurement.

Climate Action

- We have vastly reduced carbon emissions from a variety of approaches with a focus on what is most cost-effective and most doable.

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- Conservation/Efficiency: We adopt building codes and incentives to make the built environment as energy- and resource-efficient as possible for residential, commercial, and industrial.
- Renewable Energy: We get the lion's share of energy from renewable resources. We have fully explored municipalization as well as regulatory mechanisms to achieve our climate goals. We are working to make it desirable and cost-effective for residents and businesses to pursue distributed generation.
- Zero Waste: We greatly increase waste diversion (recycling and composting) citywide, in particular by focusing on increasing commercial recycling.
- Transportation: We decarbonize the energy supply for transportation so electric vehicles become a growing, less carbon-intensive travel mode. We make the transportation system more efficient and more multi-modal. (See Transportation vision, below.)
- Local Food: Our efforts to promote local food production and consumption support our larger energy and climate goals.
- Our Role: boulder is playing a greater leadership role in effecting statewide and national changes on energy and climate policy. Our solutions are becoming more mainstream and are widely adopted.

Transportation

- Regional transportation has improved through Bus Rapid Transit on US 36 and along the Diagonal to Longmont.
- There is a significantly higher percentage of in- and out-commuters who are NOT in single- or even double-occupancy vehicles.
- Transit becomes state-of-the-art (has WiFi, provides real connectivity, and is efficient) and becomes a desirable alternative.
- Within Boulder, multi-modal is an available and desirable alternative, provides greater connectivity, is more convenient, more cost-effective, and easier to use. There are more Skip-like bus routes, more car shares, and an improved bike network using separated lanes.
- We will have explored mechanisms to incentivize and make it more cost-effective to use multi-modal transportation (e.g., community-wide EcoPass).
- We will have in place a Parking Management Strategy that supports and incentivizes multi-modal travel.
- Our transportation strategy is fully integrated with land use planning. Density in housing and jobs is being concentrated in transit corridors. There is increased walkability and permeability as we redevelop. We incentivize land use that helps us reach our transportation goals.
- We are regional and national leaders in modeling and advocating for sustainable transportation solutions.

Land Use Planning

- We are still a compact, small-scale city with vibrant neighborhoods, a vibrant economy, and a strong sense of community.
- We ensure that zoning and planning guidelines and processes take into account the current trajectory and are revisited/amended as needed to support our City goals for transportation, affordable housing, energy use and emissions, and economic vitality.

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- We have in place a more agile and adaptable planning system (e.g., “area planning lite” and a pattern book) to proactively guide redevelopment before it occurs. We get ahead and stay ahead of the curve. We have created the outcomes we want, reflected in the projects being proposed, for major redevelopment areas around the city.
- We gather the necessary data to monitor key metrics and make course corrections regularly and nimbly as needed. We are willing to be more creative and experiment with pilot efforts at the neighborhood scale.

## **PROPOSED ACTION ITEMS FOR 2014-2015**

### **Climate**

- A. Develop a clear timeline, goals, and expectations for commercial and industrial efficiency
  - Could include specific steps
  - Consider baseline data
- B. Clarify what a municipal energy utility could be and do (scope, goals, legal constraints)
  - With and without changes to the regulatory environment
  - Include an exploration of efficient street lights
- C. Develop an ordinance allowing only electric vehicles at charging stations
- D. Improve climate metrics in the Climate Action Plan
  - Assess climate impacts of actions relative to other options
  - Data on a regional scale
  - Aggregate impacts of City actions
  - Timeline/benchmarks
- E. Play a greater leadership role affecting statewide and national policy
- F. Continue with Zero Waste Master Plan, with additional considerations:
  - Anaerobic digester
  - Tipping fees
  - Construction and demolition facility

### **Local Food**

- A. Develop a local food policy, establish a cross-departmental group, and identify a point person – include in the food policy:
  - Locations, scale, farmers, markettes, edible food landscape

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- Procurement, partnerships, infrastructure
  - Equitable availability, food justice
  - Charter issues, ordinance needs, housing farmers on open space land
- B. Include the new food policy in the update to the Comp Plan

**Housing/Land Use Planning**

- A. Map potential job and residential development, with data on 10-year trends on square footage for residential, commercial, and industrial
- B. Do an opportunity site inventory aimed at housing
- Broad-minded
  - With and without zoning changes
- C. Better direct residential and commercial development to work with transportation and housing goals
- Get ahead in key areas around town
  - Tools: pattern book, area plan lite
- D. Ensure that the Comp Plan update takes a more expansive view of zoning options
- E. Integrate affordable housing thinking into the process at all levels of the spectrum
- Permanent affordability at all levels
  - People density rather than building density
  - Engage CU early in the process
  - Factor in the changing demographics, 10-year trend
- F. Ensure extensive public engagement in the Comp Plan process (like the Civic Area engagement approach)
- G. Look at ADUs, OAU, occupation limits, cooperative housing, etc.
- Consider if pilot projects are doable in specific neighborhoods
  - Align policy language with the Comp Plan and/or rewrite Comp Plan language
  - Different zones?
  - Include VRBOs in assessment
- H. Explore annexations in targeted areas of the city, particularly those impacted by the flood
- I. Explore a policy regarding residential street trees
- J. Explore parking minimums and maximums
- K. Involve BDAB in a review of the design guidelines

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**The Hill**

- A. Bring Council options regarding hiring someone for a short-term position as a professional leader to develop an approach to the Hill
  - Experience with economic development of similar areas
  - Coordinate ideas we already have
  - Tools to encourage innovative business, parking with a mix of modes, parks and beautification, programming for 13<sup>th</sup> Street, appropriate transitional zones and gateways
  - Maybe consider an economic viability analysis
- B. Increase/improve code enforcement on the Hill
  - Include beginning-of-the-year activities, bear/trash issues, social host approach, rental programs and licensing, expand licensing to capture parent-owners, litter
  - What would it take to improve code enforcement?

**The Arts**

- A. Bring Council options for investing 1% in the arts
- B. Upcoming Study Session on the arts (Master Plan, new Library Director, supporting arts districts, trajectory of the Library, more public art, etc.)

**Livability**

- A. Study Session on code enforcement
  - Key issues: bear/trash on the Hill, transients on the municipal campus
  - Other issues: Ice/snow removal, graffiti, making the International Property Management Code mandatory
  - How can we make the code enforcement process more expedient?
- B. No Smoking Ban
- C. Chautauqua lease: Study Session
- D. Facilitating block parties and other events on city property

**Open Space**

- A. Begin looking at carrying capacity in the context of regional trails
- B. Charter issues and interpretation
- C. Nighttime use
- D. On-trail use (active/passive recreation)
- E. Temporal restrictions
- F. Building regional trails

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- G. Enforcement: Is there more to do?
  - Homeless/camping
  - User group conflict
- H. As part of flood recovery: replacing gates with grates and adding before/after interpretive signage about the flood

**Transportation**

- A. Proceed with the update on the Master Plan
  - With deadlines
  - Finish the feasibility study on community-wide Ecopasses
- B. Ensure that the parking management study looks closely at managing parking and mode split while maintaining economic vitality
- C. Continue to be regional leaders in transportation funding, especially regarding equitable funding for our region
- D. Be creative, consider pilot projects on bike safety, mode share, etc.

**Homelessness/Human Services**

- A. Study Session on Human Services
  - Review and refine how we fund programs and their relative effectiveness
  - Review all expenditures with an eye toward how we create incentives for certain behaviors
  - Review how the shelter operates; look at it as an option for more transitional housing
  - Additional support for Ready to Work program
  - Examine staff list of options about ways to address bad behavior (e.g., transients)
- B. Elevate Homelessness and Transience with Consortium of Cities (Mary will do this.)

**Economy/Budget**

- A. Explore ways to partner with the Chamber (e.g., Innovation Blueprint, becoming a member, etc.)
- B. Implement place-based economic stability (e.g., at 55<sup>th</sup> and Arapahoe)
- C. Consider a capital bond (e.g., for flood and civic area items)
- D. Consider methods to close/narrow the funding gap
- E. Explore the Council role in the budget process to better understand:
  - Funding of external groups
  - Discretionary funds available