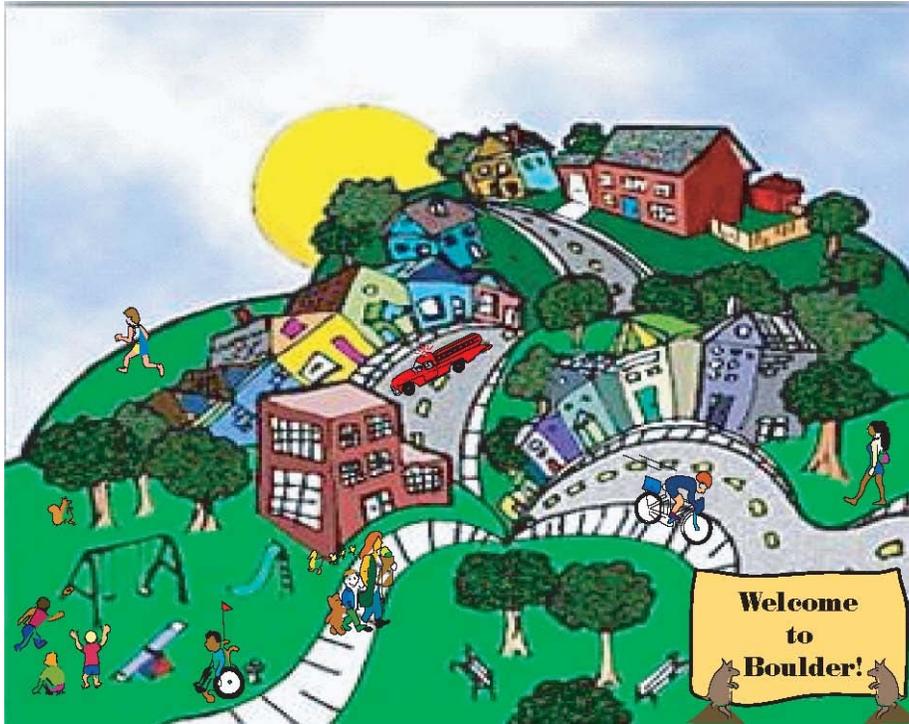


# City of Boulder

## Social Sustainability Strategic Plan

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May 2007

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## *Community organizations who contributed to the development of goals*

Boulder Chamber of Commerce, Small Business Development Center	El Centro Amistad
Boulder Community Hospital, 55+	Family Learning Center
Boulder County Aging Services	Foothills United Way
Boulder County Public Health	Hispanics in Philanthropy
Boulder County Social Services	Human Services Alliance (22 agencies)
Boulder Valley School District	IMPACT of Boulder County
Boulder County	Intercambio De Comunidades
Boulder Valley Women's Health Center	John S. and James L. Knight Foundation
Early Care and Education Council of Boulder County	Meals on Wheels
	Oasos
	YMCA of Boulder

### *Neighborhood Associations:*

Mapleton Hill	University Hill
Goss-Grove	Martin Acres
Whittier	

## *City of Boulder programs*

Family Resource Schools Program	Parks and Recreation/Expand Program
Neighborhood Services	Parks and Recreation/Youth Services Initiative
HHS/Community Services	Prevention & Intervention Program
HHS/Senior Services	Planning & Development Services/Long Range Planning
Human Relations Commission	Planning Board
Immigrant Advisory Committee	Youth Opportunities Program
Library	
Library Commission	

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## Introduction

The Social Sustainability Strategic Plan (the Plan) is the outcome of City Council's desire to address emerging social and community concerns in a proactive and integrated manner. The Plan identifies goals and strategies which are responsive to these concerns.

The purpose of the Social Sustainability Strategic Plan is three-fold: To formalize goals and strategies which address identified social concerns; to provide policy guidance on priority goals addressing social concerns; and to lay the foundation for an integrated approach to planning and policy development for social, economic and environmental sustainability under the vision of community sustainability.

In January, 2004, Council identified a need for greater focus by the city on some aspects of quality of life in Boulder, primarily the social sector. They identified Community Sustainability as a new policy goal area with the objective to enhance city policies that contribute to the livability of the community. The intent was to recognize the value of those in the community who may not see themselves as integral to the community, but have much to offer the community. As a result, the city council Community Sustainability Goal Committee was formed, represented by four of nine city council members.

The goal of the committee was to define key aspects of community

sustainability with a focus on social sustainability and to develop a plan to address identified social issues. During 2004 and 2005 the committee met with organizations and members of the community to help define key issues which shaped more specific goals. Once goals were clarified, strategies and actions steps were developed to address the goals. This process was completed in 2006.

In the Plan, there are eight broad goal areas with strategies for meeting these goals. The Plan emphasizes strategies which recognize and take advantage of opportunities to build and leverage existing partnerships and which can be implemented with existing resources to enable immediate action. Some of the strategies are already being implemented, taking advantage of existing partnerships and funding opportunities; some are already planned in existing city departmental Master Plans; and some are new actions which would require new resources to implement.

In addition to goal areas which focus on specific populations, the Plan emphasizes community engagement and social equity as foundations to social sustainability. Seven goals focus on building and sustaining the social health of the community. The eighth goal is built on the concept of balancing and integrating social, environmental and economic sustainability establishing Community Sustainability.

<p>The eight goal areas are:</p> <ul style="list-style-type: none"> <li>• Promote Community and City Organization Engagement</li> <li>• Expand and Value Diversity</li> <li>• Improve Neighborhood and Community Livability</li> <li>• Address the Needs of Children</li> </ul>	<ul style="list-style-type: none"> <li>• Address the Needs of Youth</li> <li>• Address the Needs of Seniors</li> <li>• Partner with Schools</li> <li>• Create a Shared Vision of Community Sustainability</li> </ul>
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After identifying these key focus areas, the goal committee developed a mission statement. This statement reflected an underlying theme which emerged across all

goal areas, in conversations with the community. The mission statement reflects this theme, which emphasizes engagement and social equity.

**Social Sustainability Mission Statement**

*To enhance community livability by providing outreach and developing policies that address the needs of the community, including under-served, under-represented and under participating residents so all who live in Boulder can feel a part of, and thrive in, our community.*

The Plan does not address all social issues or needs of the community, but identifies eight key goals and strategies that begin to address needs in a more comprehensive and coordinated manner across the city.

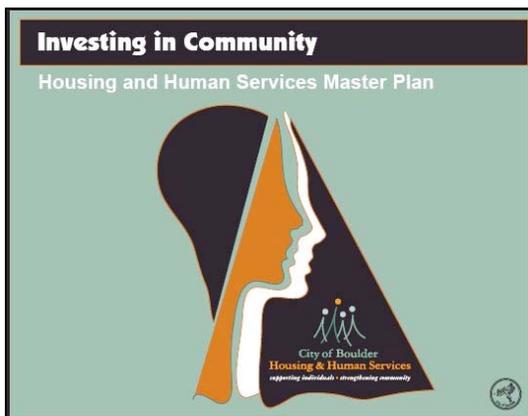
resources. Many of the action items are being acted on currently—taking advantage of leveraging funding and partnerships opportunities.

These strategies are meant to be a starting point for taking action. Initial strategies for each goal are listed as well as resources needed to work toward implementation.

The nature of the action items are strategic in that some can be accomplished within a fiscally constrained budget (current resources) or with modest



The Plan is also meant to compliment city Master Plans, not replace them. Many goals cut across multiple departments in the city or have impact on the city as a whole. While Master Plans take a longer term view, strategies in this plan are meant to be more flexible to address specifically emerging or critical issues, not necessarily identified in existing Master Plans or addressed city wide. The Plan is also intended to bring more focus and integration of social planning issues across the city.



The Plan is not a finished product, but a dynamic document that reflects current needs. The goals are meant to be longer term. The strategies reflect current identified means to accomplish goals. Over time, strategies can change to be responsive to current issues, emerging trends, priorities and resources available.



The Plan directs effort and action toward institutionalizing consideration of social impacts on the planning and decision making processes of the city organization. It is intended to be used for planning and decision making by City Council, city staff, and in partnership with the community.

For additional background information on the strategies identified, a list of links to referenced documents can be found in [Appendix D](#).

## A. Plan Development Process

### *Highlights 2004*

- January 2004: City Council identified a need for a city council goal in the area of community livability, with emphasis on specific populations. City Council formed the Community Sustainability Goal Committee to clarify the goal.
- February 2004 through 2005: The Committee met with community organizations, individuals, county government, Boulder Valley School District and city staff to explore issues in these goal areas and more clearly define the issues (see page 2).

### *Highlights 2005*

- The Committee explored community sustainability efforts in other communities to help define the meaning of community sustainability and completed the *Community Sustainability Briefing Paper* which clarified the Committee's view.
- The Committee worked with the city of Boulder Planning Board and to incorporate Community Sustainability policies into the 2005 major update of the Boulder Valley Comprehensive Plan.
- 2005 and 2006: Strategies and action items to address key goal areas were identified.

### *Highlights 2006*

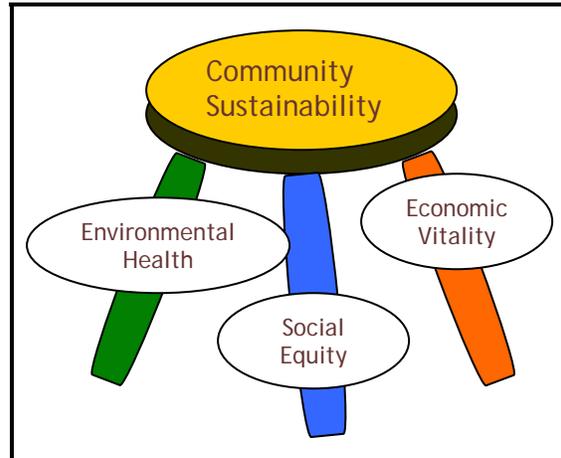
- The Committee recommended changing the name of the Community Sustainability Strategic Plan to Social Sustainability Strategic Plan to better reflect the goals of the plan and be consistent with Community Sustainability policies in the Boulder Valley Comprehensive Plan.
- Sustainability impacts (Social, Economic, Environmental) added to City Council Agenda memos.
- Social Impact Assessment Tool developed and training began with city departments on Community Sustainability and the Social Impact Assessment Tool.
- Planning Department begins to incorporate Social Impact Assessments into the project Planning and Approval Process.
- January 2006: City Council formed the Social, Economic and Environmental Sustainability Committees and began exploring structures for integrating Community Sustainability into the ongoing work of the city.

### *Highlights 2007*

- Social Sustainability Strategic Plan to City Council for formal approval.
- Continued work on implementation of goals and strategies.

At City Council retreat in January 2004, City Council raised the concern that there were community issues that were not addressed by existing City Council goals, which were focused on traditional areas such as transportation, housing, the environment and the economy. Focus on these areas had led to significant policies which contributed to the desirability of Boulder as a place to live, work and play. However, City Council identified a need concerning the more social aspects of the community. Areas of concern included demographic changes in the community (aging of the population, growth of the immigrant population, growing disparity between the affluent and low-income), inclusion, accessibility of services for all residents, community livability and specific areas of need of children, youth and seniors. These general areas of concern were described as Community Sustainability and City Council formed the Community Sustainability Goal Committee to define more specifically the issues.

Through further study, the Community Sustainability vision was aligned with the model of community sustainability identified as the balance of three elements of sustainability - social, environmental and economic, also called the "three-legged stool" model of sustainability. This model is described more fully in the *Community Sustainability Briefing Paper*; [Appendix A](#).



City of Boulder environmental policy development already placed a strong emphasis on sustainability and the city had begun working toward more comprehensive economic sustainability through the development of the Economic Vitality Program, begun in 2003. A focused effort toward social sustainability across the city organization was missing, even though the city has been a leader in social policy development within human services and human rights. Issues of community engagement, social equity and service to all members of the community across the city organization, with special emphasis on the needs of key populations, became the themes of Social Sustainability.

Identifying the three-legged stool model of sustainability began the process of planning for how the city could incorporate policies and practice to balance environmental and economic issues with those of inclusion and social concerns. Through conversations with

community stakeholders the Community Sustainability Goal Committee identified eight goal areas and a mission statement which linked all of these goals:

- Promote community and city engagement
- Expand and Value Diversity
- Improve Neighborhood and Community Livability
- Address Needs of Children
- Address Needs of Youth
- Partner with Schools
- Address Needs of Seniors
- Create a Shared Vision of Community Sustainability

Two key underlying themes were identified throughout the discussions:

- All people in the community are not connected, included and valued
- Under-served and under-represented residents feel that they are not a part of the community

This led to the unifying mission statement for Social Sustainability:

*To enhance community livability by providing outreach and developing policies that address the needs of the community, including under-served, under-represented and under-participating residents, so all who live in Boulder can feel a part of, and thrive in, our community.*

In 2005, work was also completed on aligning the sustainability policies in the Boulder Valley Comprehensive Plan (BVCP) with the model envisioned ([Appendix B](#)). The Boulder Valley Comprehensive Plan is a joint plan between the city of Boulder and Boulder County, providing shared land use decision making in the Boulder Valley. The plan sets a course for the future growth and development of the city. The plan also provides a statement of the community's desired long-term future development pattern and sets the city's land use and development policy, guiding day-to-day development review decisions. It is an important tool for managing Boulder's growth. The Community Sustainability Goal Committee worked with representatives of the Planning Board to develop language which would meet the vision of community sustainability. They reframed Community Sustainability to incorporate and integrate environmental, economic and social sustainability.

While the Boulder Valley Comprehensive Plan is not the only policy document guiding the work of the city, the guidance it provides has far reaching effects on the city. Having social sustainability principles incorporated with economic and environmental principles, to be considered in decision making, provides significant policy direction for attention to social equity.

The next step of the process was to more fully define how to address the eight goal areas with strategies

leading to action. The intent of the strategies identified is not to be all inclusive and comprehensive, but to take thoughtful action to begin to address issues in the goal areas. During the process, there were important strategies identified which were already included in other plans and therefore were not addressed in this plan. For example, expand affordable housing options for families. This has been a significant goal area for City Council since the 1970's and there already exists a comprehensive affordable housing strategy accepted by City Council in 1999. An implementation plan was accepted in 2000.

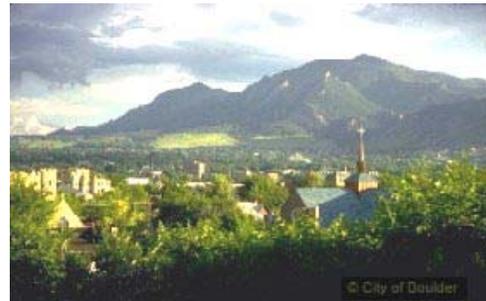
The strategies identify specific ways the goals can be met, with consideration of current budget realities and also provides a framework for expansion when resources are available.

With that in mind, the Committee explored strategies and ideas which could be implemented in the near future, leverage and coordinate existing efforts, and have tangible outcomes. Even though many identified strategies have already been initiated, approval of the plan provides ongoing policy guidance for further planning efforts.

## B. Social Sustainability

The Community Sustainability Goal Committee envisioned social sustainability to mean: Supporting equitable distribution of resources; supporting diversity within the community; meeting the basic needs of residents; and investing in social and human capital which supports economic vitality and environmental goals. Social equity is defined as participatory governance; deliberate and inclusionary processes; considering the needs of all members of the community, including those most vulnerable. Social equity means strengthening the representation of all people in the decision making process. The greater the participation in the governance process, the more well-informed policy decisions are and the better

long term outcomes for meeting all of the goals of the city.



Boulder has an enviable reputation that often results in a designation as a "Best Place to Live". Boulder has enough balanced elements of desirable livability that it is considered a good place to reside, work, and play. These ratings try to define and quantify elements that contribute to quality of life: Climate; the number of jobs in

diverse fields that pay well; housing affordability; education; medical facilities; safety; transportation alternatives; access to open space, recreation and culture all figure into the ratings.

Sustaining quality of life and community livability for all residents into the future is a challenge. That means balancing many competing needs with the resources available. Boulder, like many communities, has experienced significant downturns in the local economy over recent years due to, among other things, a decline in sales tax revenue, cuts in federal and state revenue which provide support to the local community and the TABOR tax reform amendment which has limited available resources.

The need for services has not decreased, which puts increased pressure on competition for resources and challenges the city and community to deal with shortfalls in new ways. When resources are plentiful, it is easier to balance the many needs of the community. It becomes more important during scarcity to consciously balance needs in all three areas of sustainability and intentionally decide how to prioritize needs with available resources. Community Sustainability provides another lens for how needs can be prioritized. A cornerstone of sustainability is social equity in the division of limited resources. The city has limited resources to accomplish the tasks of government.

Engagement of the entire community is one tool for deciding the allocation of resources. While the city uses many tools to determine if there is any inequity in planned projects, ultimately the impacted communities will be best able to help them address the issue. Social equity does not mean that there will be no impact. It means impacts are reasonably assessed and are balanced.

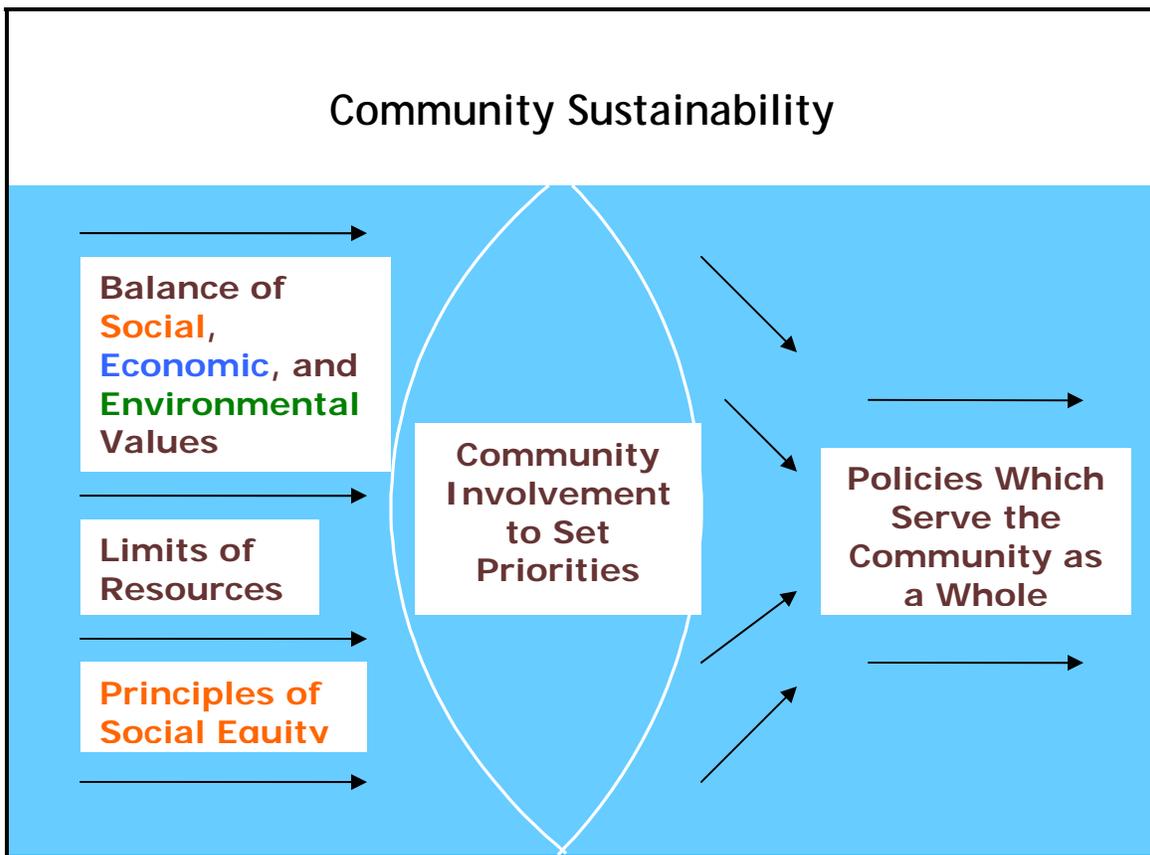


Social equity means that the community is engaged and involved in the process and the outcomes reflect the social values of the community as a whole. Engagement helps to overcome barriers which may prevent individuals or communities from participating in projects which impact them.

As discussed previously, the city has been addressing community and social sustainability since January 2004. In fact, the city has been developing policies and implementing programs in the areas

of social, economic and environmental sustainability for many years without the label of community sustainability. The community sustainability model shown below provides the framework for understanding sustainability and a process for integrating the three areas of work.

The plan recommendations are intended to help the city and community harness community human and social capital through the diversity of thought and culture that enriches quality of life in Boulder.



## C. Goals, Strategies, Action Items

The strategies in this plan are grouped around the eight goals City Council identified as key to addressing social sustainability in Boulder. The city of Boulder already has policies, ordinances, services and programs which address each of these goals areas. The Plan sets policy directions for the city organization for future planning priorities.

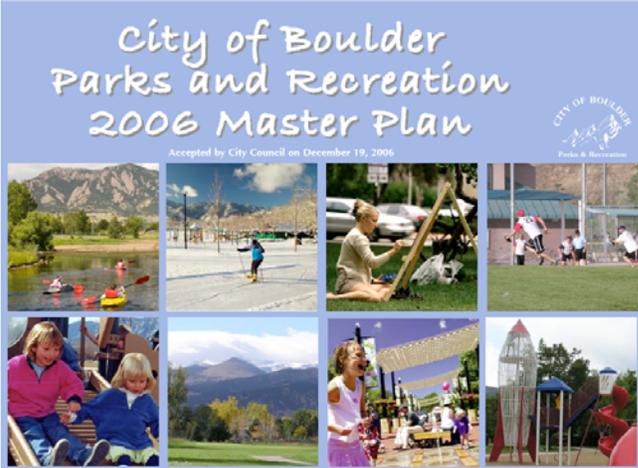
Specific strategies are identified for each goal. In addition, each of the strategies has been broken down into action items. There is a description of each action item, the lead department and the current status of implementation.

Many of the new action items are in stages of implementation, taking advantage of leveraging partnership and funding opportunities. Other new action items can be accomplished with existing budget resources. Still others are expansion of long-

standing existing successful efforts in the city and with community partners. This explains the significant number of references to goals and strategies in existing city master plans.

There is activity that has already occurred to implement the goals in the Plan. This is partly due to a major emphasis of the plan being about process: community and city organization engagement and the way the city conducts business. Some new efforts and expansion of existing efforts would be prioritized within existing departmental master and business plans, until resources are available to implement.

During the annual city budget and business plan development, priorities are identified through master plans, strategic plans, emerging needs and available resources. The action items in this Plan would be prioritized for implementation through this process.

 The image shows the cover of the 'City of Boulder Parks and Recreation 2006 Master Plan'. The title is in a light blue, cursive font. Below the title, it says 'Accepted by City Council on December 19, 2006'. The cover features a collage of eight small photographs: a lake with kayakers, a person on a skateboard, a person on a bicycle, a person on a tennis court, two children sitting on a bench, a mountain landscape, a person on a playground, and a person on a playground structure. The City of Boulder logo is in the bottom right corner of the collage.	<p><i>Many existing city Master Plans incorporate strategies and action items related to meeting social sustainability goals. In addition, leveraging partnerships and funding with other community stakeholders increases the resources available for action.</i></p>
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# Strategies and Action Items

## Goal 1: Promote Community and City Engagement

### City Organization Engagement Strategies

Strategy 1: Create social impact filters for city planning processes. Social impact filters are tools used to guide project planning which focus effort on assessing impacts on diverse populations and on engagement and inclusion of the community in the decision making process. Social impact filters also standardize terms and definitions. A Social Impact Assessment Tool is being piloted in 2007 for major project planning.

**Social Impact Assessment Worksheet**

Statement of Activity or Policy: \_\_\_\_\_

Main Rationale or Benefit of Activity or Policy: \_\_\_\_\_

**Who and What:** This matrix is for your use (not to be included in submitted documents) to help you consider and identify populations and types of impacts in order to address the eight key questions below. Indicate all that could potentially apply, using a "+" to indicate benefit and a "-" to indicate adverse impact. This chart assesses who to be attentive to in particular and what potential types of impacts to consider.

WHO	WHAT									
	Health Care	Homeless								
Adults										
People with Disabilities										
People of Diverse Backgrounds										
Immigrants and Refugees										
Low and Moderate Income										
Minority Groups										
Older Adults										
Children										
Students										
Employees										
People with Limited Literacy Skills										

**Eight Key Social Impact/Benefit Questions**

\*\*\* Council documents must provide responses to these eight questions. \*\*\*

<p><b>Social Impacts—Impacts and Benefits:</b></p> <ol style="list-style-type: none"> <li>How will people benefit or be impacted?</li> <li>Who/what will potentially benefit?</li> <li>Who/what will be potentially adversely impacted?</li> </ol>	<p><b>Assessment Process:</b></p> <ol style="list-style-type: none"> <li>What information was used to analyze impacts/benefits? (e.g., public meetings, surveys, census or other data, research, interviews)</li> </ol>
<p><b>Degree of Benefit Impacts:</b></p> <ol style="list-style-type: none"> <li>How many people potentially affected? (Quantify if possible or provide a general sense of number, e.g., few, some many)</li> <li>What will be the degree of impact or benefit? (Quantify or provide a general sense of magnitude, e.g., minimal, moderate, substantial and historical trends)</li> </ol>	<p><b>Mitigation/Outreach/Engagement:</b></p> <ol style="list-style-type: none"> <li>Describe efforts to communicate with and solicit input from the public, particularly those who may be impacted and those not always involved in public processes.</li> <li>Describe efforts to mitigate negative impacts.</li> </ol>

<b>Action Item 1</b>		
Develop and implement a social impact assessment tool ( <a href="#">Appendix C</a> ) for city projects including: <ul style="list-style-type: none"> <li>City Council Memos</li> <li>Council Initiatives</li> <li>Project Planning and Approval Process (PPPAP): Master Plans, Strategic Plans, Community &amp; Environmental Assessment Process (CEAP) and Capital Improvement Program (CIP)</li> <li>Business Plans</li> </ul>		
Responsible Departments:	Lead	Development: Housing and Human Services; Planning and Development Services
	Other	Implementation: All Departments
<i>Status: Developed; Implementation 06/07</i>		

Strategy 2: Expand legislative agenda to include key social welfare issues. (Examples of issues on the 2007 agenda include CDBG funding, Early Care and Education; Same Sex Marriage; DREAM Act)

<b>Action Item 1</b>		
Proactively respond to state and federal legislation that impacts the under-served and under-represented communities		
Responsible	Lead	City Manager
Departments:	Other	Other Departments
<i>Status: Implementation ongoing</i>		

### Community Engagement Strategies

Strategy 1: Outreach to communities not engaged in civic life and process. This strategy addresses issues of full engagement of the community in civic life and social equity.

<b>Action Item 1</b>		
Develop Outreach Tool Kit and web based information center for city organization. This Action Item provides the city organization accessible tools and information on effective community outreach and engagement strategies and process for all residents.		
Responsible	Lead	City Manager
Departments:	Other	Appropriate Departments
<i>Status: New Initiative</i>		

Strategy 2: Expand community dialogue on social issues. This strategy addresses full engagement and accessibility of city government.

<b>Action Item 1</b>		
Hold off-site study sessions and forums on topics of interest to the community		
Responsible	Lead	City Council/ City Manager
Departments:	Other	Appropriate Departments
<i>Status: Implementation Ongoing</i>		

<b>Action Item 2</b>		
Community Dialogue Initiative 2007 - Community Survey and Dialogue A two track effort including a community survey and community engagement process to identify community needs and issues for future planning efforts.		
Responsible	Lead	City Manager
Departments:	Other	Appropriate Departments
<i>Status: Implementation 2007; Final reports 12/07</i>		

Strategy 3: Create opportunities to engage other governments, private sector, CU, and non-profits in regional social planning.

<b>Action Item 1</b>		
Work with other governments, non-profits, private sector, and educational institutions to coordinate regional social planning. This leverages resources, skills and partnerships to address social concerns. Participate in development of county-wide human services strategic plan. Boulder County is currently coordinating a county-wide effort to create a Human Services Strategic Plan.		
Responsible	Lead	Housing and Human Services
Departments:	Other	Appropriate Departments
<i>Status: In progress; Boulder County Community Services lead; Strategic Plan anticipated August, 07</i>		

## ***Goal 2: Expand and Value Diversity***

Strategy 1: Create opportunities to engage immigrant and Latino communities in civic and community life.



<b>Action Item 1</b>		
Create Immigrant Advisory Committee (IAC) to advise city manager, staff, and boards and commissions on city policies and services affecting immigrants. The IAC was formed in 4/06 and has completed the pilot year.		
Responsible	Lead	Housing and Human Services
Departments:	Other	N/A
<i>Status: Implementation 4/06; ongoing</i>		

<b>Action Item 2</b>		
Join the National League of Cities Inclusive Communities Partnership. The NLC partnership formalizes the goals of inclusive communities and aligns with other municipalities across the country. The Partnership raises awareness of the value of inclusive communities, and provides support to focus efforts on inclusiveness.		
Responsible	Lead	Housing and Human Services
Departments:	Other	Appropriate Departments
<i>Status: New Initiative</i>		

Strategy 2: Address issues of racial and economic discrimination. Examples include bias-motivated incidents in the community and wage recovery issues.

<b>Action Item 1</b>		
Address issues of discrimination as appropriate for the city.		
Responsible Departments:	Lead	Housing and Human Services; City Attorney; Municipal Court; Police
	Other	Appropriate Departments
<i>Status: Implementation in progress; ongoing; In HHS Master Plan</i>		

### ***Goal 3: Improve Neighborhood and Community Livability***

Strategy 1: Develop, maintain and improve access to public spaces that encourage social interaction. This strategy provides guidance for future planning projects and use of Social Impact Assessments for the Project Planning and Approval Process (PPAP). Through 2007, the Social Impact Assessment Tool and implementation in area plans, master plans, and the PPAP is being piloted.



<b>Action Item 1</b>		
Create new pathways between residential and commercial areas; physically connect neighborhoods to one another		
Responsible Departments:	Lead	Planning and Development Services
	Other	Appropriate Departments
<i>Status: In progress; Incorporate in area plans, master plans, and project review; Social Impact Assessment Tool being implemented</i>		

<b>Action Item 2</b>		
Assess land use impact on immigrant, low income and special populations (children, youth, disabled, seniors and people of different ethnic and cultural backgrounds) and ensure non-discriminatory practices in land use planning.		
Responsible Departments:	Lead	Planning and Development Services
	Other	Appropriate Departments
<i>Status: In progress; Incorporate in area planning efforts; Social impact Assessment Tool being implemented</i>		

<b>Action Item 3</b>		
Create opportunities to expand and retain diversity of income, culture, ethnicity, disabled, and family structures		
Responsible	Lead	Planning and Development Services
Departments:	Other	Appropriate departments
<i>Status: In progress; incorporate in area planning efforts; revisions to Project Planning and Approval Process; Social Impact Assessment Tool being implemented</i>		

Strategy 2: Expand recreation opportunities  
 Action Items for this strategy are included in the 2006 City Council accepted Parks and Recreation Master Plan.



<b>Action Item 1</b>		
Expand recreation opportunities for all residents, including ethnically and culturally diverse, low-income, disabled and underserved residents (use of, and access to, parks and recreation services and programs)		
Responsible	Lead	Parks and Recreation
Departments:	Other	N/A
<i>Status: City Council Accepted 2006 Master Plan</i>		

Strategy 3: Address the widening gap between lower and upper income households.

<b>Action Item 1</b>		
Participate in existing county-wide IDA/PIE (Individual Development Accounts/Personal Investment Enterprise) Program. This program provides matched savings funded by private and public sources for low-income individuals working toward post-secondary education, first time home ownership, or business capitalization. This program provides a means for individuals to leverage out of poverty, addressing the growing gap between the low income and affluent.		
Responsible	Lead	Housing and Human Services
Departments:	Other	N/A
<i>Status: New Initiative</i>		

## Goal 4: Address the Needs of Children



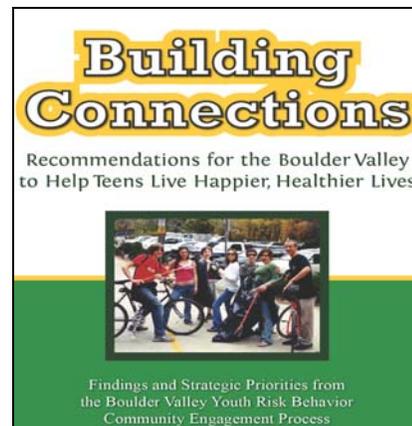
Strategy 1: Expand the availability and affordability of quality childcare, particularly for low income and working families.

<b>Action Item 1</b>		
Expand current city Child Care Certificate Program (child care subsidies for low income, working families). This program provides additional subsidy to the Colorado Child Care Assistance Program to reimburse child care providers at market rate for low-income children. This strategy enables families to maintain work and home stability and employers to retain workers.		
Responsible	Lead	Housing and Human Services
Departments:	Other	N/A
<i>Status: In HHS Master Plan</i>		

<b>Action Item 2</b>		
Support Early Care and Education Council of Boulder County (ECECBC) development of a comprehensive strategic plan for early care and education for all children birth to five years in Boulder County. The comprehensive plan will identify needs, gaps, trends, current capacity, financing strategies, and governance structures for accessible, quality care and education.		
Responsible	Lead	Housing and Human Services
Departments:	Other	Community agencies
<i>Status: In progress; additional sources of support needed to complete plan and community process; in HHS Master Plan</i>		

## Goal 5: Address the Needs of Youth

Develop city priorities to address issues identified in the Youth Risk Behavior Survey; coordinate community and youth engagement process. This process was completed May, 2006 with the publication of two community reports. The following action items reflect recommendations in the reports.



Strategy 1: Increase investments in youth and family programs

<b>Action Item 1</b>		
Expand the city Prevention and Intervention Program in Boulder middle and high schools to reduce student/interventionist ratios		
Responsible	Lead	Housing and Human Services
Departments:	Other	Boulder County, Boulder Valley School District, Mental Health Center of Broomfield and Boulder Counties
<i>Status: In HHS Master Plan</i>		

<b>Action Item 2</b>		
Increase transportation opportunities for youth, which would expand access to after school and summer activities, by subsidizing Eco Pass. Subsidies would be targeted first to low income youth		
Responsible	Lead	Transportation
Departments:	Other	N/A
<i>Status: New Initiative; Eco pass subsidies in Transportation Master Plan</i>		

<b>Action Item 3</b>		
Invest in city-sponsored after school activities (Parks and Recreation). Parks and Recreation has identified specific youth related programs and services which meet this goal for implementation with additional resources.		
Responsible	Lead	Parks and Recreation
Departments:	Other	N/A
<i>Status: In Parks and Recreation Master Plan</i>		

<b>Action Item 4</b>		
Invest in city-sponsored after school activities (Library). Library has identified expansion of specific youth related programs and services with additional resources.		
Responsible	Lead	Library
Departments:	Other	N/A
<i>Status: In current draft Library Master Plan</i>		



**Strategy 2: Keep youth health on the public agenda**

<b>Action Item 1</b>		
<b>Run PSA's on Channel 8, 22, and 54 on youth issues</b>		
Responsible	Lead	Housing and Human Services
Departments:	Other	Appropriate Departments
<i>Status: New Initiative</i>		

**Strategy 3: Disseminate information on youth issues**

<b>Action Item 1</b>		
<b>Insert fact sheet stuffers in utility bills and other government mailings</b>		
Responsible	Lead	Housing and Human Services, Public Works
Departments:	Other	N/A
<i>Status: New Initiative; To be implemented on pilot basis on 08</i>		

**Strategy 4: Serve as family friendly model for the community**

<b>Action Item 1</b>		
<b>Sponsor "lunch and learns" for employees on parenting and youth health issues. Provide youth health related information presentations from community experts.</b>		
Responsible	Lead	Housing and Human Services, Human Resources
Departments:	Other	N/A
<i>Status: New Initiative</i>		

**Strategy 5: Provide business incentives for family-friendly workplace policies**

<b>Action Item 1</b>		
<b>Provide incentives for youth friendly businesses. Explore methods of encouraging business to be youth friendly.</b>		
Responsible	Lead	Housing and Human Services, Economic Vitality Office
Departments:	Other	N/A
<i>Status: New Initiative; options to be explored in 2007</i>		

**Strategy 6: Address needs of middle school youth.**

<b>Action Item 1</b>		
<b>Expand the city Prevention and Intervention Program in Boulder middle schools; reduce student/interventionist ratios</b>		
Responsible	Lead	Housing and Human Services
Departments:	Other	Boulder County, Boulder Valley School District, Mental Health Center Serving Boulder and Broomfield Counties
<i>Status: In HHS Master Plan</i>		

<b>Action Item 2</b>		
<b>Expand middle school summer programs and activities for out of school youth</b>		
Responsible	Lead	Housing and Human Services
Departments:	Other	Parks and Recreation
<i>Status: In HHS and Parks and Recreation Master Plans</i>		

## ***Goal 6: Partner with Schools***

Strategy 1: Expand coordination of planning efforts with Boulder Valley School District on social issues (e.g., achievement gap, graduation rates, risk behaviors, non academic barriers to achievement). This addresses regional planning policy goals in the Boulder Valley Comprehensive Plan and Goal 1, Strategy 3 of this Plan, expand coordination of regional social planning.

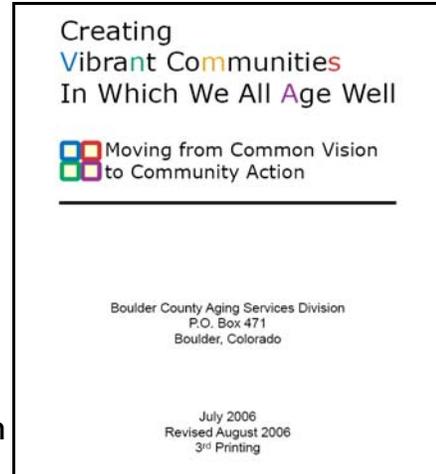


<b>Action Item 1</b>		
<b>Expand coordination of planning efforts with Boulder Valley School District on social issues (e.g. joint BVSD Board/City Council meetings and joint school issues staff meetings)</b>		
Responsible	Lead	City Council, City Manager
Departments:	Other	Appropriate Departments
<i>Status: In progress</i>		

<b>Action Item 2</b>		
<b>Explore Education Excise Tax for both service and capital needs, where feasible. In 2003, City Council approved policy guidelines for use of EET funds, including for capital expenditures only. This Action Item affirms City Council's desire to revisit use of the EET, where appropriate.</b>		
Responsible	Lead	City Council/City Manager
Departments:	Other	Appropriate Departments
<i>Status: New Initiative</i>		

## Goal 7: Address the Needs of Seniors

Strategy 1: Implement city priorities to address future increased need for senior services identified in the 2006 county-wide senior strategic plan, *Creating Vibrant Communities in Which We All Age Well*. Recommendations for city priorities were included in recommendations to City Council in January, 2007 (WIP packet 1/19/07).



<b>Action Item 1</b>		
<b>Expand Community Resource and Referral Services for seniors to meet future demands expected from increase in senior population</b>		
Responsible	Lead	Housing and Human Services
Departments:	Other	N/A
<i>Status: In HHS Master Plan</i>		

<b>Action Item 2</b>		
<b>Support county-wide communication network; one-call center which would provide seamless, barrier-free access to affordable services county-wide.</b>		
Responsible	Lead	Housing and Human Services
Departments:	Other	N/A
<i>Status: New Initiative</i>		

<b>Action Item 3</b>		
<b>Subsidize low income senior meals, dental care and hearing aids to meet predicted future needs</b>		
Responsible	Lead	Housing and Human Services
Departments:	Other	N/A
<i>Status: In HHS Master Plan</i>		

<b>Action Item 4</b>		
<b>Subsidize increased transportation options for seniors by providing a bus for group transportation for Boulder and Boulder County residents.</b>		
Responsible	Lead	Housing and Human Services
Departments:	Other	N/A
<i>Status: New Initiative</i>		

<b>Action Item 5</b>		
Expand community outreach to the senior community, including to vulnerable and isolated seniors		
Responsible	Lead	Housing and Human Services
Departments:	Other	N/A
<i>Status: New Initiative</i>		

<b>Action Item 6</b>		
Feasibility study; Complete one-time study to determine and plan for the need for additional senior facilities and service delivery methods		
Responsible	Lead	Housing and Human Services
Departments:	Other	Other Departments
<i>Status: In HHS Master Plan</i>		

Strategy 2: Establish city-wide interdepartmental leadership team to plan for future senior needs

<b>Action Item 1</b>		
Senior Services Advisory Committee to coordinate city-wide team to guide implementation and evaluation of the senior strategic plan in the city of Boulder		
Responsible	Lead	Housing and Human Services
Departments:	Other	Appropriate Departments
<i>Status: New initiative</i>		

## ***Goal 8: Shared Vision of Community Sustainability***

Strategy 1: Create a shared vision of community sustainability as a strategic priority for the city.



<b>Action Item 1</b>		
Coordinate city-wide sustainability efforts; Explore office of sustainability; Explore options for institutionalizing sustainability (e.g. resolution and ordinance)		
Responsible	Lead	City Manager's Office
Departments:	Other	N/A

*Status: New initiative; currently being developed through city-wide Sustainability Leadership Team and hiring of Sustainability Coordinator; resolution supporting community sustainability passed May 2007.*

**Action Item 2**

**Staff and Board and Commission Training on Sustainability and Social Impact Assessment Tool; Sustainability Handbook to be developed as an educational tool to inform the city organization and community on the city of Boulder Community Sustainability initiative**

Responsible	Lead	City Manager's Office
Departments:	Other	Appropriate Departments

*Status: Staff and Board and Commission training in progress; Handbook is new initiative*

**Action Item 3**

**Develop community indicators for Social, Economic, and Environmental Sustainability; report annually on progress toward goals**

Responsible	Lead	Planning department
Departments:	Other	Office of Environmental Affairs, Housing and Human Services, Economic Vitality Office, Finance, Parks and Recreation, Library, other departments

*Status: In progress; progress will depend on resources available to implement*

## D. Funding Strategies

Within this Plan there are three budget scenarios which will determine implementation of action items presented:

1. New action items which can be accomplished within current fiscally constrained budgets;
2. Action items within current accepted or draft Master Plans and business plans;
3. New action items requiring new resources.

New action items, or those identified in a current departmental master plan which would require additional resources to implement, would be prioritized within the city business plan process, taking into

account all of the identified needs and priorities of the city. Some action items have been implemented within current fiscally constrained budgets.

Options for funding any of the action items which require additional or new sources of funding include:

1. Re-allocation of existing budget resources;
2. Increased allocation of existing resources;
3. New sources of funding through non-city revenue, such as contracts and grants;
4. New sources of city funding, such as new tax.



*New action items, or those identified in a current departmental master plan which would require additional resources to implement, would be prioritized within the city business plan process...*

## E. Plan Implementation

Goals identified in the Plan are intended to be enduring, while action items in the Plan are intended to be more near-term and flexible to meet emerging needs and take advantage of available resources.

Strategies will be evaluated on a two and one half year cycle. New strategies and action items may be incorporated to meet changing city and community needs and economic conditions. Some of the action items which require additional or new resources will be prioritized in the business plan process.

The Social Sustainability Strategic Plan will be reviewed in concert with the mid-term (2 1/2 year) reviews and major updates (5 year) of the Boulder Valley Comprehensive Plan. Progress on goals, strategies and actions will be reported annually. Implementation of strategies and action items will depend on priorities identified in the business plan and resources available.



*Goals are intended to be enduring. New strategies and action items may be incorporated to meet changing city and community needs and conditions.*

## F. Indicators Project: Social Sustainability Indicators

The Sustainability Indicators Project was initiated in the Year 2000 Update to the Boulder Valley Comprehensive Plan through the adoption of a city policy.

Departmental master plans and the Social Sustainability Strategic Plan will guide the development of social indicators. Indicators that measure the success of programs and policies designed to address social sustainability will be specifically identified.

Sustainability indicators are currently in development and being coordinated through the Sustainability Indicators Project in the Office of Environmental Affairs.

The Indicators Project anticipates development of community indicators in environmental, economic, and social sustainability. Environmental indicators are currently in development. Planning for social indicators is anticipated to begin in 2007. Progress on development of indicators will depend on resources available. The goal is to develop a set of indicators and a long term monitoring plan to measure the city's progress in achieving sustainability goals.

The Indicators Project will also need to be manageable so that the resources expended on monitoring do not outweigh the resources available for taking action.



*The Indicators Project anticipates development of community indicators in environmental, economic, and social sustainability. Indicators can be used to measure the success of programs and policies.*

## G. Analysis of Goals

A fundamental concept of Sustainability is to bring shared values to the decision making process and to allocate limited resources so that the desirable city programs can be maintained into the future. Difficult choices always need to be made. Sustainability can provide a thoughtful evaluation process that can help sort through options. This section of the plan provides an analysis of the eight goal areas that are the focus of the Social Sustainability Strategic Plan.

The analysis is based on the SWOT model, expanded by brief impact evaluations for each goal. The SWOT approach analyzes the goals based on perceived Strengths, Weaknesses, Opportunities and Threats, all of which can be factors in achieving goals. With

this information, decision making can focus on enhancing strengths, addressing weaknesses, seizing opportunities, and anticipating threats when working toward the desired goals. The SWOT analysis is descriptive and generally qualitative in its elements.

Until more quantitative indicators are developed locally, this model was selected to analyze the recommendations for this plan. Each goal area has a summary of the social, economic, and environmental implications to the overall goal of community sustainability.

One of the recommendations of this plan is to develop indicators that will be useful in identifying, and predicting, when program or policy changes would be indicated for future planning.



# **Goal 1: Promote Community & City Engagement**

## **City Organization Engagement Strategies**

### ***Strengths***

- Council focus by sustainability emphasis provides integrated vision
- Creation of impact filters gives the city a tool to analyze options
- Awareness of sustainability principles can guide legislative efforts

### ***Opportunities***

- Regional sustainability efforts can be integrated with city policies, plans, programs, procedures
- Continue to leverage efforts through inter-agency cooperation

### ***Weaknesses***

- Initially, sustainability analysis is a new way of doing business
- Local, measurable, social sustainability indicators have not yet been developed

### ***Threats***

- Sustainability may require tough choices for resource allocation
- Balancing resources among competing needs is not easily accomplished

***Explanation:*** The City has an established process for evaluating environmental impacts to protect our environment from foreseeable damage. The Social Impact Assessment Tool is intended to provide a starting process to evaluate impacts on sub-communities by triggering an analysis of actions and considering the social impacts on different populations.

***Social implication:*** By anticipating and mitigating potential impacts on different sectors of the community, the city minimizes social inequities. Inequity creates social, environmental, and economic instability which is counter to becoming a sustainable community.

***Environmental implication:*** By preventing a social inequity, resources do not have to be diverted away from protecting and conserving the environment to mitigate the social damage. In addition, issues of environmental justice are best addressed in a proactive manner.

***Economic implication:*** Social inequities have economic impacts such as costs of providing services to the poor, programs designed to mitigate the social inequities, costs of crime, and on the socio-economic factors which attract new investment to the community. Addressing social issues as a part of economic development is more efficient and less costly.

## ***Goal 1: Promote Community & City Engagement***

### **Community Engagement Strategies**

#### ***Strengths***

- Engagement is already part of the public process
- Outreach to under-represented residents strengthens decision making
- Outreach strengthens social equity

#### ***Opportunities***

- Resident support for sustainability can motivate city goals
- Strengthens contacts with residents who have not participated in the past
- Elevates community dialogue on social issues

#### ***Weaknesses***

- Outreach efforts may require more resources to change business practices
- Initially, inclusive decision making may take more time

#### ***Threats***

- Community engagement needs may require diversion of resources
- Under-represented residents may still not become engaged

***Explanation:*** This kind of outreach widens the view to include typical priorities of communities, such as youth, seniors, multilingual, or those from different cultures. It is the process of outreach and inclusion to all of the different stakeholders which creates the kind of dialogue necessary to prioritize social, economic, and environmental issues and work on solutions. If any group is left out, an inequity is created.

***Social implication:*** There are a number of reasons for sectors of the community not being engaged in civic life and process. These may include language, culture, interest and age. However, these sectors are still an important part of the social fabric of the community. Their ideas and input will be valuable in solving issues. Their participation will reduce social inequity over time.

***Environmental implication:*** Social costs can divert resources from environmental conservation. Issues of environmental sustainability for all residents need to be addressed proactively. Community engagement of the under-represented should help them share in environmental improvements in the community and address issues of environmental justice. In addition, the whole community will benefit from their creativity in solving shared problems.

***Economic implication:*** When the community is engaged on what the priorities are, resources are more effectively used. Social inequities and environmental quality are tied directly to economic sustainability.

## **Goal 2: Expand and Value Diversity**

### ***Strengths***

- Participation by diverse populations strengthens the options considered and selected for the community
- Input of more community members leads to greater acceptance of policy.

### ***Opportunities***

- Increasing diversity of the population means a wider view of civic opportunities
- Responsive and more empowered participatory governance is a benefit of valuing diversity
- Once the process is established it becomes self-perpetuating

### ***Weaknesses***

- Outreach to non-traditional populations such as disabled, young, non-English speakers, or immigrants can take more resources
- Representing the views of diverse residents may be more time-consuming initially
- Valuing diversity may take additional training

### ***Threats***

- Diverse populations sometimes have impediments to full participation
- Inclusive diversity sometimes requires a change of prevailing outlook and practices

***Explanation:*** This kind of outreach widens the view of community priorities. It is the process of outreach and inclusion to all of the different stakeholders which creates the kind of dialogue necessary to prioritize social, economic, and environmental issues.

***Social implication:*** Strengthening participation of under-represented populations improves social equity. It also brings additional input and creativity valuable to solving social issues, and empowers the participants to help decide their futures, potentially reducing social costs over time.

***Environmental implication:*** Diverse cultures may have differing views and practices that need to be addressed in the environmental process. Valuing diversity sets a goal of having all residents benefit from environmental conservation efforts.

***Economic implication:*** There can be a correlation between economic disadvantages and diversity of populations. When there is a correlation between specific diverse populations and disadvantage, these inequities can be addressed.

## **Goal 3: Improve Neighborhood and Community Livability**

### ***Strengths***

- Evaluation of social impacts will be included in the project approval process
- Program incentives for socially equitable access to housing and business investment in social capital have already been implemented
- Parks and Recreation Master Plan supports increased recreation and parks access for under-served residents

### ***Opportunities***

- A shared sense of community improves community support for sustainability
- Sustainability policies stimulate investment for a livable community
- Social interaction offers opportunities to improve community security
- Encourages live, work, shop, play opportunities within the community
- Increases access to multi-modal circulation
- Improves livability

### ***Weaknesses***

- Development of private property depends heavily on the goals of private parties
- Linkages and public shared space improvements need resources
- Fiscally constrained budgets reduce options

### ***Threats***

- Socially equitable participation can be difficult in a desirable community
- Some residents may be concerned about encouraging links to and through their neighborhoods

***Explanation:*** Public spaces and links between neighborhoods and different land uses have a recognized impact on social interactions, public health and economic productivity. Providing parks and recreation opportunities is a way to increase access of these types of resources to all residents.

***Social implication:*** Supporting efforts that allow all residents to have some opportunity to live, work, shop, and play in the same community encourages an enriched, more diverse experience. Affordable housing, business and employment opportunities, being able to acquire goods and services and the community cultural, recreational and educational diversity all factor into livability and social equity. Access to open space improves health and reduces crime through increased public interaction and more “eyes on the street”.

***Environmental implication:*** Increased open space improves air quality through natural filtration of trees and foliage and reduces heat sinks, saving energy used for cooling. A livable community is a desirable community to live and work.

***Economic implication:*** Social equity raises the issue of access to affordable housing and commercial development that enhances business and employment opportunities. The city is already a desirable place to live, which has helped to sustain it economically. However, it has had to weather some economic changes that encourage re-examining the livability issue.

## **Goal 4: Address the Needs of Children**

### ***Strengths***

- Many programs are already provided and leveraged through interagency cooperation
- Has proven positive effects on present and future social, economic, and environmental costs
- Early Care and Education Council of Boulder County is completing a comprehensive plan

### ***Opportunities***

- Investment in quality childcare will provide social, economic, and environmental returns in the short and long term
- Quality childcare and early education provide a stronger transition to the education system and lifelong success
- Childcare opportunities are important to family economic self-sufficiency

### ***Weaknesses***

- Demands for childcare and subsidies are continuing at a high level
- Continued development of quality child-care requires resources
- Requirements for culturally sensitive child-care need to be addressed

### ***Threats***

- Childcare providers may not keep pace with need
- Quality of child-care important for transition to educational system
- Child-care for low-income residents increasing part of total need

***Explanation:*** Meeting the childcare and early education needs of their children places a significant burden on low-income and working families. The cost and availability of care affects their work retention, productivity, civic participation, housing options, transportation availability and access to recreation. Affordable, available, quality child care improves family stability and community participation options.

***Social implication:*** Families with affordable, available, quality childcare are able to participate more in civic life. Children who are enrolled in quality care are more likely to be school-ready, more likely to graduate from high school, less likely to engage in risky behavior and more likely to escape poverty.

***Environmental implication:*** Children who have quality childcare are more likely to graduate from high school, which is a key factor in developing an environmental ethic.

***Economic implication:*** Parents who have affordable, available, quality childcare are more productive and reliable workers. Children participate in quality childcare are more likely to graduate from high school, which is a key factor in entering the work force, escaping poverty, and life-time contributions to the community, including attracting business investment and increasing the city tax base.

## **Goal 5: Address the Needs of Youth**

### ***Strengths***

- Current issues already identified in Youth Risk Behavior Survey
- Inter-agency partnerships are already established to address the needs of youth
- Community Report completed
- Youth Opportunities Program, Prevention and Intervention Program, Youth Services Initiative

### ***Opportunities***

- Successful programs will reduce demands on social and economic resources in the long run
- Successful programs will make the community more livable

### ***Weaknesses***

- In a fiscally constrained environment, resources may not be available for funding or will need to be diverted from other needs

### ***Threats***

- Strong inter-agency cooperation will be needed to leverage resources to meet the needs successfully
- Non-traditional approaches may be needed

***Explanation:*** This kind of outreach widens the view of community priorities. It is important to recognize the value of youth so they will be engaged and invested in the community as they mature.

***Social implication:*** Positive intervention and changes are one way to reduce inequities which tend to propagate from one generation to another. Recognizing the social needs and inequities of youth also helps establish systemic solutions to issues which will pay off in the future.

***Environmental implication:*** Programs which involve youth in the environment have been shown to provide benefits for the youth and for environmental conservation. It provides a way to instill responsibility for the community in which they live and for them to realize the consequences of choices.

***Economic implication:*** The welfare of youth is a recognized community responsibility. They are the future and their successful participation in the economy is important. There may be a perceived cost in providing for youth, but the long-term benefits to the community are significant.

## **Goal 6: Partner With Schools**

### ***Strengths***

- City programs already partner with schools
- Many of the issues have already been identified
- An engagement process is already in place

### ***Opportunities***

- Successful programs will reduce demands on social resources
- Successful programs will reduce demands on economic resources
- Existing established inter-agency cooperation

### ***Weaknesses***

- Resources will be needed to address non-academic social issues

### ***Threats***

- Available resources outstripped by demand
- Some solutions may divide the community

***Explanation:*** The welfare of children is a recognized community responsibility. Finding systemic solutions to social issues in schools is complicated.

***Social implication:*** Institutional resources are stretched. By partnering on ways to address social issues, the institutions of the city, county and school district can share intellectual, financial and educational resources to address challenges facing the community.

***Environmental implication:*** Programs which involve youth in the environment have been shown to provide benefits for the youth and environmental conservation.

***Economic implication:*** Successful youth are more productive lifelong contributors to the community.



## **Goal 7: Address the Needs of Seniors**

### ***Strengths***

- Many targeted programs are already available
- County-wide Strategic Plan, 'Creating Vibrant Communities In Which We Age Well,' has been completed
- Growing senior population is anticipated to be part of the community

### ***Opportunities***

- Latest Plan promotes social and civic engagement
- Quality of life is associated with less reporting of problems
- Seniors can share time and expertise in the community

### ***Weaknesses***

- Anticipated future demands of the growing senior population will need to be addressed
- Resources and access available to seniors are restricted for some

### ***Threats***

- Fiscally constrained budgets reduce available funding
- Strong inter-agency cooperation is needed to maximize and leverage available resources

***Explanation:*** There is significant projected increase in senior population by 2030. The contributions that they can make while healthy and active are invaluable. Systemic solutions to meeting the needs of seniors will ensure the ability of the demographic to remain an integral part of the community.

***Social implication:*** Systemic solutions to social problems seek to ensure that resources are allocated to meet community needs as much as possible and that all members of the community share in the benefits.

***Environmental implication:*** Healthy communities embrace environmental conservation and enhancement as part of the way to create a desirable community in which people chose to spend their later years.

***Economic implication:*** The senior demographic will be increasing in this community. Providing residences, opportunities for goods and services, and places for spending quality time will be factors in attracting and keeping seniors in the community. Provision of services for those that need assistance will be an economic factor that needs to be addressed.

## **Goal 8: Develop Shared Vision of Community Sustainability**

### ***Strengths***

- Engagement is a goal for this plan
- Sustainability is being addressed and institutionalized in more processes
- Efforts at including the under-represented should strengthen decision making

### ***Opportunities***

- People are increasingly aware of the importance of sustainability, especially as it relates to the environment
- The public dialogue can be widened to include social and economic sustainability

### ***Weaknesses***

- Need to get community agreement on the concept and importance of sustainability
- Developing the process will take time and resources

### ***Threats***

- No clear concept has been defined for the community yet
- Some may see sustainability as a fad rather than a critical development
- As the community dialogue about this widens, the demand for increased action or changes of actions may strain resources

***Explanation:*** Sustainability is a method of managing our society to achieve policies which serve the community as a whole. This shared vision is the foundation of achieving a sustainable community.

***Social implication:*** Community priorities can be established through dialogue and through engagement.

***Environmental implication:*** Community priorities can be established through engagement. This effort has higher recent visibility because of the public exposure to discussion regarding environmental issues.

***Economic implication:*** Community priorities must be established through engagement. Economic realities have affected the city significantly in the last five years. The concept of sustainability could serve the city well in anticipating and mediating economic fluctuations.



Appendix A:

## **Community Sustainability**

### **Briefing Paper**

#### **City Council Community Sustainability Goal Committee**

September, 2005

#### **Community Sustainability Goal Committee**

**Robin Bohannon  
Crystal Gray  
Shaun McGrath  
Andy Schultheiss**

#### **For more information contact:**

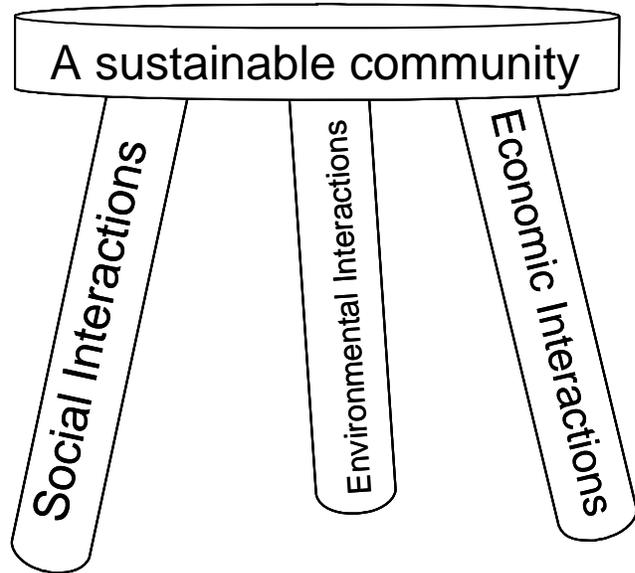
**Karen Rahn  
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303-441-3161**

#### **Prepared by:**

**Karen Rahn, Co-Director Housing and Human Services  
Dr. Richard Knaub**

## What is Sustainability?

The World Commission on Environment and Development (1987) presented a vision of sustainability as a community supported by three legs, the most stable of all designs. In the forefront are social interactions. These are most important because everything takes place within the context of society. All environmental impacts and economic interactions are the result of social values. Then there are economic interactions. These are systems of social interactions based on money. They can be adjusted by other social systems like community values, laws, ethics and culture. Lastly, all of these interactions take place within the environment. Environmental impacts occur because the economic cost of prevention is judged to be too great under the values and priorities of the community. Even if all other interactions take place indoors people are still breathing air, drinking water and producing waste so they are connected to the environment.



## Sustainability is a Process

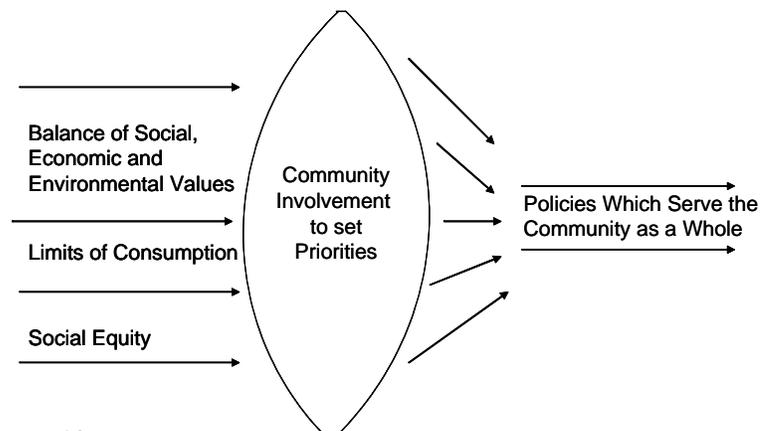
Sustainability is an established process. It has a scientific foundation and principles. The outcome of the process is economic vitality, social health and environmental quality. The sustainability process is the integration of all three, based on the values and priorities of the community.

The sustainability process was established in 1987 with the United Nations report *Our Common Future*. Also called the "*Brundtland Report*," it says that our society is in trouble (World Commission on Environment and Development 1987) and that every problem - economic, social or environmental - was worse if you live in a city because of the concentration of people (WCED 1987).

What makes it worse in the city is that which makes the city different. Odum (1989) said the environment was divided into three types: natural, cultivated and fabricated. Natural environments are self regulating, they can take care of themselves. Cultivated environments are managed and they mostly take care of themselves. Fabricated environments are cities. They have to be planned and have every aspect of their activity regulated. Most importantly, they have to be supplied with resources.

That's why problems are worse in the city. All of the problems the WCED (1987) identified are about supplying the cities with resources and resources aren't unlimited. Choices have to be made. Making those choices is part of the sustainability process.

Some of the best scientists and policy makers of the day worked on *Our Common Future*. Their work inspired others to look at the ideas expressed in the report and embrace them. The ideas have been incorporated into international, national and local policy world wide. The federal Departments of State, Commerce, Interior and Agriculture all have sustainability initiatives. The federal government has guides to the sustainability process. The best are from the EPA (2005b) and the Department of Energy (2005). They all emphasize the



principles from *Our Common Future*: long term planning; community involvement to set priorities; balance of social, economic and environmental values; developing policies which serve the community as a whole; social equity, and limits of consumption. The idea is that community involvement is like a lens. It focuses the values of the community into policies. These policies serve the community as a whole, now and 25-50 years into the future.

Social equity is a critical concept to sustainability. The WCED's definition of sustainable development - meeting the needs of the present without compromising the ability of future generations to meet their own needs - must be met for all individuals, not just those that can afford the cost of meeting them. Access to food, water, medical attention, justice, government, education, and housing are all considered basic human rights. The message of equity in social issues drives the environmental and economic ones.

Inequity creates social, environmental and economic instability which are counter to the sustainability process. Much of the indigenous environmental damage in the third world comes from the efforts of the poor to survive and to compete economically (WCED 1987). For example, the living conditions of the poor create an ideal incubator for disease (WCED 1987) which can spread around the world. The occurrence of a pandemic such as the Bird Flu will create significant economic and environmental impacts as it spreads around the world. This could create a local public health crisis even in industrialized nations. Addressing the issue will save these costs, as well as relieve the instability it creates.

*What is required is a new approach in which all nations aim at a type of development that integrates production with resource conservation and enhancement and that links both to the provision for all of an adequate livelihood base and an equitable access to resources.*(WCED 1987)

The Sustainability process is a method of managing our society to achieve policies that serve the community (WCED 1987), not the other way around. The sustainability process balances inputs and outputs. The community decides what it wants to do that increases inputs and what it wants to do that decreases outputs. These are community lifestyle choices. They are long-term changes which will help the community reach its goals. Since the community has to make the changes, only it can decide what goals it wants to focus on, what it will take to reach them and allocate resources accordingly.

### **Putting the Process into Action**

Each community must prioritize its own social, economic, and environmental issues (EPA 2005a). How each community does that is based on that community's values. Each community will take a path that works for it (DOE 2005). The community must be involved in the sustainability process. Involvement is the key to addressing inequity. The changes that the community makes will need consensus (Lachman 1997). Making the process work will call for cooperation and forming coalitions. The process will help build an infrastructure to work across the boundaries of traditional community issues.

Finding out what priorities a community has is a process of its own (EPA 2005b). It is a process of outreach and inclusion of all of the different stakeholders and it must include ALL stakeholders. If any group is left out, an inequity is created. This outreach widens the view of community priorities (EPA 2005a). For example, if public health protection from a bird flu pandemic is a community value and not everyone has equal access to health care, then the community may choose to allocate resources to address this inequity.

Outreach and inclusion in the process is not easy. It is difficult to reach consensus and to include all stakeholders. *The Community Visioning and Strategic Planning Handbook* explains why. To optimize the process, everyone has to buy into the vision, but 15% of the stakeholders won't agree to play a part and up to 10% won't show up (Okubo, 1996). It can also be expensive to run a community process.

Many communities are not fully there yet. For example, Ann Arbor, MI, appointed the Environmental Commission responsible for setting the community priorities (Ann Arbor City Council, 2000). Eugene, OR, appointed city staff (City Council of the City of Eugene, 2000). Berkeley, CA, included the community. They produced a model report. It covers social, economic and environmental issues in detail (ACWMA, et al.

2003), and the results are clear. The City of Berkeley has a sustainable development office, a green government initiative, and an eco-business program. None of the other Boulder peer cities currently do. When the community is engaged on what the priorities are, resources are more readily available to make them a reality.

### **Linking Production, Conservation and Equity**

Once community priorities are set, indicators are identified to show if the policies are working. Communities already use indicators to develop and measure policy. Usually these are single measure indicators, such as new business starts or graduation rates. Hart (1999) makes a distinction between these and sustainability indicators. Sustainability indicators are linked to issues of social health, economic vitality and environmental quality.

Recycling is a good indicator for that reason. It is linked to social values by the level of participation. It is linked to economics through the use of recycled materials in local products. If the community has a high recycling rate, it indicates two things: First, that it values the environment. Second, that conservation of community materials is conserving a form of resource wealth. This is an economic indicator. If businesses use a lot of recycled materials, they do two things: First, they show they value the environment and, second, they are keeping money in the local economy.

The percentage a community recycles alone isn't all the information policy makers need to know. They also need to know the value of the materials recycled. This is a measure of how much wealth is returned to the community. A little math will tell policy makers how much money is being lost or conserved. Most communities lose much more than they conserve. That loss means more than just lost money. It is also a measure of potential local jobs. Ireland and California have both looked at job creation from recycling. About 3 jobs per 1,000 people of population are waiting to be created from un-recycled materials in the US. In Boulder County, that would be almost 1000 additional jobs that could be created.

When locally recycled materials are used for manufacture, the local economy is enhanced. First, very little of the cost goes to transportation. This saves both money and energy. Second, the money spent is kept in the local economy. When money is kept in the local economy, it can be spent over and over again. This is the multiplier effect. The more recycled material is used locally, the greater the multiplier effect.

The WCED's first condition of the sustainability process was to address inequities (WCED 1987). The poor have fewer options to address environmental degradation because those options are usually more costly. The WCED stipulated that it is not the poor that are responsible for environmental destruction; it is poverty (WCED, 1987). The impact of poverty on the environment in areas like the Sudan, the Congo and Brazil is clear. It is the poor that live on the land. It is the poor that degrade it by clearcutting and grazing in an effort to survive. For the urban poor in industrialized nations they don't have this option. Because they are removed from the land, their environmental impact is indirect, but is still there.

Those who can afford to make the choice also have an impact. While the poor in the Sudan, Congo and the Sudan cut trees to survive, consumers around the world buy products from those trees and degrade the environment on a larger scale. Purchases made by the poor are often made on the basis of economic cost, not environmental cost. Green products and power usually cost more, so the poor are more likely to use the products and power which cost less. The vehicles which are older and tend to have greater emissions problems are more affordable. The choice is usually transportation or not, rather than greater or lesser impact on the environment. Sustainability requires addressing the needs of the poor to address environmental sustainability.

One such need is access to health care. Health insurance is one of the significant inequities of our society. The middle class usually have health insurance, while the working poor usually do not. Some communities use health insurance coverage as an indicator not of health but of equity for this reason. It is a good linked indicator.

For children, lack of insurance is likely to impact their ability to succeed in school (Southern Regional Education Board, 1992). If they are unable to receive medical treatment, they are likely to miss more school and fall further behind. Since education is the single most significant factor in lifelong economic success, this

inequity will have economic impacts for generations. Poverty has economic costs in providing services to the poor, but it also has social costs, such as those of crime.

As of August 2004, only 37% of eligible Boulder County children were enrolled in Colorado's Child Health Plus program. This means that almost 2500 of the county's children are at risk of not receiving needed health care and of not finishing school and being dependent on the community for some kind of support. Their children are more likely to be in the same situation. The WCED indicated inequities tend to propagate from generation to generation as do the social, economic and environmental costs associated with them (WCED 1987).

A number of communities use open space per capita as an environmental indicator. It is an easy number to collect. The US Census Bureau, however, asks about the area within 300 feet of the residence. Only 6% of Denver residents who live below the poverty line live within 300 feet of some kind of open space. If you are below the poverty line in Denver, it is more likely you will live in a commercial or industrial area (16%) or beside a major transportation line (12%) (HUD 1995). This is another inequity which creates social costs.

Open space is not just pretty, it is important to health. In as little as three to five minutes in open space, negative feelings of fear, anger and sadness are replaced with feelings of calm and pleasantness (Ulrich 1999). If open space isn't as accessible to lower income residents, they are denied the health benefits of open space. We know that health affects productivity. If one segment of the population isn't as healthy as they could be, it will affect the economy. This segment of the population often lacks health insurance and the costs of their treatment are borne by the community as a social cost.

If the community workforce isn't as productive as another community, it may affect whether new industry comes to the area. This will affect the local economy. Real estate values are less if there is less demand. If people are less productive and lose their jobs, they place a bigger burden on the social services. They spend less, so tax revenues are lower. Because the community is treating a social inequity, there is less money that can go to protecting the environment or developing the economy.

The amount of open space per resident is often used to indicate environmental quality, but this example may not be a good indicator. It might actually mislead policy makers away from the cause of an economic slump or higher healthcare costs because it does not consider the interactions of society, the environment, and the economy. The sustainability process has been looking at these interactions for almost 30 years. If the community names its priorities, the research is there to develop the policy.

There is research, for example, to link air pollution to economic impacts (Ontario Medical Association 2000), including affordable housing when it isn't located close to the jobs. For example, this might mean lower-income residents are forced to spend more time in traffic, potentially have more exposure to air pollution and have more health-related costs. This has already been identified as a social cost of inequity.

Foreclosures are frequently used as an economic indicator. A recent story in the *Washington Post* reports doubling in foreclosure rates in 47 states (Powell 2005). The same story reports that 40% of the foreclosures were connected to a lack of health insurance (Powell 2005). This is a social issue and the reason that some communities use health insurance as an indicator. Air pollution, foreclosures and health insurance coverage are linked indicators which can tell policy makers a great deal about the sustainability of the community. It can also be an indicator of equity.

A city can actively clean its air, if that is a community priority. In 1994, the trees of New York City removed an estimated 1,821 metric tons of air pollution, a service with an estimated value of \$9.5 million (Nowak and Crane, 1998). Planting more trees will help clean the city's air and reduce the economic and social costs of air pollution.

Other studies show trees have an impact on crime too. By giving people a place to congregate, crime is less likely because witnesses are present. Trees and people-friendly landscaping give residents a chance to get out and enjoy the environment. This puts people outside on the street watching and drives criminals elsewhere (Kuo and Sullivan 2001a).

We know that the environment produces positive health effects (Ulrich, 1999). These health effects have social and economic benefits. Kuo and Sullivan (2001 b) found that positive health effects--reducing anger and frustration--also reduce violent crime.

We know that mental health services are important to keeping families together, so there is a link between trees and open space and keeping families together, provided that they have access. We know that keeping families together is a key to educational success, so trees are linked to that too. Educational success is a factor in attracting new business to an area, so trees are linked to that too!

Here we have a link between trees, health, health costs, productivity, crime, insurance rates, family unity, educational success, and economic expansion. If we look at where trees are and are not in our community, we may find that some neighborhoods are not getting the benefits of trees. That was the case in Denver (HUD 1995). If this is seen as a question of equity, it can be addressed as one. What the sustainability process will do is tell us if this is a concern of the community. If it is, then it will help develop policy and linked indicators to tell us if that policy is effective.

## **Conclusions**

The sustainability process engages the community to look at the links between economic, social and environmental issues and how the community values each of them. The community must look at the relationships that research has uncovered, like foreclosures, health insurance and air pollution. Does that relationship fit with the community? If it does, is that a priority the community wants to address?

What about the relationship of trees, crime, mental health and educational success? Does that relationship fit the community? If it does, is that a priority the community wants to address? What if planting trees and creating open space will lower crime, decrease the costs of social services and increase graduation rates? Would that be a community priority?

This is what the sustainability process is about. When the interactions are treated together, resources are shared. Solutions to linked problems cost less than developing a solution for each one. Community involvement leads to development of community priorities. Then social, economic and environmental issues get equal consideration based on that consensus. The benefits are cost savings and a healthier community, economy and environment.

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## Appendix B:

# Boulder Valley Comprehensive Plan Policies

## 1. General Policies

*The Boulder Valley Comprehensive Plan is a joint plan between the city of Boulder and Boulder County that provides shared responsibility for planning and development in the Boulder Valley. The general policies section of the plan provides the overall planning framework for sustainability, intergovernmental cooperation, growth management and annexation.*

Boulder has a long tradition of community planning. Most of the key policies that have guided the development pattern in the Boulder Valley have not changed since the 1977 Boulder Valley Comprehensive Plan was first adopted, and many of them stem from long-standing community values. Boulder's planning has focused on respecting our unique community identity and sense of place, city-county cooperation, and keeping Boulder a distinct, separate and compact community. They represent a clear, articulate vision of our desired development pattern including:

- Recognition of sustainability as a unifying goal to secure Boulder's future economic, ecological and social health.
- Commitment to open space preservation and the use of open space buffers to define the community.
- Use of urban growth boundaries to maintain a compact city (the boundaries of the service area have remained virtually unchanged since first developed in 1977).
- Encouragement of compact, contiguous development and a preference for infill land redevelopment as opposed to sprawl.
- Provision of quality urban spaces, parks and recreation that serve all sectors of the community and trails and walkways that connect the community.
- Commitment to preservation of natural, cultural and historic features that contribute to defining the unique sense of place in Boulder.
- Commitment to programs that support respect for human dignity, human rights and the inclusion of all residents in community and civic life.
- Recognition of the importance of a central area (Downtown, University of Colorado, the Boulder Valley Regional Center) as a regional service center of the Boulder Valley and a variety of subcommunity and neighborhood activity centers distributed throughout the community.
- Recognition of the importance of the Federal Scientific Laboratories (NOAA, NIST, NCAR), the University of Colorado, and the private scientific and technology community that contributes to the economic vitality of Boulder.
- Commitment to a diversity of housing types and price ranges to meet the needs of the Boulder Valley population.
- Commitment to a balanced multi-modal transportation system.

# Sustainability

## 1.01 Community Sustainability.

The city and county adopt the sustainability principles in policies 1.01-1.05 to interpret and guide implementation of the Boulder Valley Comprehensive Plan.

The city and county recognize:

- a) the 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 the economy and environmental sustainability;
- d) planned physical development has an impact on social conditions and should be considered in community planning; and
- e) the quality of environmental, economic and social health is built upon the full engagement and involvement of the community.

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, now and in the long-term future.

The city and county seek to preserve choices for future generations and to anticipate and adapt to changing community needs and external influences.

## 1.02 Principles of Environmental Sustainability.

There are limits to the capacity of the biosphere to support the life of human beings at current levels of consumption and pollution. There are limits to the land and soil available for food production, to available water, to resources such as trees, fish and wildlife, to industrial resources like oil and metals, and to the ability of nature to absorb our waste.

With this in mind, the city and county acknowledge the importance of natural capital, which can be kept at healthy levels for the long term only when we are able to do the following:

- a) Renewable resources should not be used faster than they are recharged or replenished by the environment.
- b) Non-renewable resources should be used with the greatest care and efficiency, and some of those should be used to develop renewable replacements.
- c) Waste should not be dumped into nature any faster than nature can absorb

## 1.03 Principles of Economic Sustainability.

a) The city and county will encourage a viable and balanced economic structure and employment base within the parameters of established land use, environmental and growth policies.

b) The city and county recognize that a healthy, adaptable local economy is vital to the community's ability to provide a highly desirable quality of life, high levels of services and amenities.

c) The city and county will promote a diverse and sustainable economy that supports the needs of all community members.

- d) The city and county will seek to ensure that current needs are met without compromising the ability of future generations to meet their needs, for the economy is a subsystem of the environment and depends upon the environment both as a source of raw material inputs and as a sink for waste outputs.

#### **1.04 Principles of Social Sustainability.**

The city and county will promote a healthy, sustainable community by:

- a) Recognizing, respecting and valuing cultural and social diversity.
- b) Recognizing that social and cultural inequities create environmental and economic instability.
- c) Ensuring the basic health and safety needs of all residents are met.
- d) Providing infrastructure 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 the quality of environmental, economic and social health is built upon full involvement of the community. The city and county will recognize the rights of and encourage all community members to play a role in governmental decisions, especially those that affect their lives or property, through continual efforts to maintain and improve public communication and the open conduct of business. In addition, the city and county will continue to support programs and provide opportunities for public participation and neighborhood involvement. Efforts will be made to remove barriers to participation and involve community members not usually engaged in civic life. Increased 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. The choice of indicators will be based on their ability to provide feedback that will support and strengthen efforts taken to move the community to sustainability in a reasonable period of time.

#### **1.07 Leadership in Sustainability.**

The city and county will apply the principles of sustainability to their actions and decisions. The city and county will act as community leaders and stewards of our resources, serving as a role model for others and striving to create a sustainable community that lives conscientiously as part of the planet and ecosystems we inhabit and that are influenced by our actions. 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 the legislative decision making process.

# Appendix C

## City of Boulder Social Impact Assessment Worksheet 12/06

**Purpose of the Worksheet:** In 2005, Council provided policy direction through the Community Sustainability Committee to develop a social impact tool to assess city initiatives and City Council and Planning Board approved principles of community and social sustainability to be added to existing Boulder Valley Comprehensive Plan policies. The purpose of this tool is to provide:

1. Information on what those principles are and how to operationalize them (definitions, populations to consider, impacts);
2. Key questions to aid and guide assessments; and
3. Consistency across the City regarding how terms are defined and how assessments are conducted.

**Use of Social Impact Assessment Tool:** Council wishes to assess social impacts of all City processes and policies, including:

- City Council Agenda Items
- Council Weekly Information Items
- Business Plan
- Council Initiatives
- Boulder Valley Comp Plan (BVCP)
- Project Planning and Approval Process (PPAP)
  - Master Plans and Strategic Plans
  - Community & Environmental Assessment Process (CEAP)
  - Capital Improvement Plan (CIP)

This assessment will be piloted with staff generated items and internal processes prior to using with community applicants. Understanding the City is already highly regulated and processes are complex, the desire is to provide a framework that is not overly cumbersome, but provides meaningful information for Council, staff and the community. A glossary and definition of terms is on page 3. *These principles and key questions should be considered early in any process. Responses to the eight key questions should be included in Council documents.*

### Background--Guiding Principles:

#### Community Sustainability Principles

- Recognition of the critical interrelationship among economic, social and environmental health.
- Planned physical development has an impact on social conditions and should be considered in planning.
- The quality of environmental, economic and social health is built upon the full engagement of the community.

#### Social Sustainability Principles

- Recognize, respect and value cultural and social diversity.
- Recognize social and cultural inequities create environmental and economic instability.
- Ensure the basic health and safety needs of all residents are met.
- Provide infrastructure that encourages culturally and socially diverse communities to prosper and connect to the larger community.
- Engage/involve the broad public, including those not always involved in public process and those who may be under-represented, under-participating, or under-served.

## Social Impact Assessment Worksheet

Statement of Activity or Policy:

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Main Rationale or Benefit of Activity or Policy:

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**Who and What:** This matrix is for your use (not to be included in submitted documents) to help you consider and identify populations and types of impacts in order to address the eight key questions below. *Indicate all that could potentially apply, using a "+" to indicate benefit and a "-" to indicate adverse impact.* This chart assesses **who** to be attentive to in particular and **what** potential types of impacts to consider.

		WHAT									
		Health, safety, basic needs	Income	Housing	Employment	Displacement	Access to Services	Inconvenience	Transportation	Outreach	Other?
WHO	Seniors										
	People with Disabilities										
	People of Diverse Backgrounds, including Latino and other immigrants										
	Workforce										
	Low and Moderate Income										
	Middle Income										
	Children										
	Youth										
	Schools										
	Neighborhoods										
	Single Parent Households										
	Other:										

### Eight Key Social Impact/Benefit Questions

**\*\*\* Council documents must provide responses to these eight questions. \*\*\***

**Social Impacts—Impacts and Benefits:**

1. How will people benefit or be impacted?
2. Who/what will potentially benefit?
3. Who/what will be potentially adversely impacted?

**Degree of Benefit/Impacts:**

4. How many people potentially affected? (Quantify if possible or provide a general sense of number, e.g., few, some many)
5. What will be the degree of impact or benefit? (Quantify or provide a general sense of magnitude, e.g., minimal, moderate, substantial and historical trends)

**Assessment Process:**

6. What information was used to analyze impacts/benefits? (e.g., public meetings, surveys, census or other data, research, interviews)

**Mitigation/Outreach/Engagement:**

7. Describe efforts to communicate with and solicit input from the public, particularly those who may be impacted and those not always involved in public processes.
8. Describe efforts to mitigate negative impacts.

## Glossary and Definitions

### Sustainability Terms:

**Engagement:** The involvement of all sectors of the community in civic life and creating opportunities for those who are not typically represented to participate in civic life.

**Social Sustainability:** Supporting equity and diversity; meeting the basic needs of residents (food, shelter, safety, basic medical care); investment in human resources and capital (investment in employee training and development; skills, education, and experience of residents and employees).

**Social Equity and Diversity:** Participatory governance; deliberate; inclusionary processes; creating opportunity for all; considering and including the needs of all community members, including those who are low income or marginalized.

**Human/Social Capital:** People skills and abilities (education, training, knowledge); culture; health and well-being (physical and mental). Cohesiveness of community; common norms; resources of social institutions.

### Populations to Consider Terms:

**Seniors:** People over the age of 60. Seniors may range widely in age, ability, needs, activity level, and preferences.

**People with Disabilities:** People with physical, emotional, cognitive and/or mental disabilities.

**People of Diverse Backgrounds, including Latino and other immigrants:** People of diverse ethnicities and cultures.

**Workforce:** People who are employed for pay, in a wide variety of jobs and fields, including, but not limited to workers in: service and retail, manufacturing, research, teaching, professionals, administration, etc.

**Low and Moderate Income:** Generally, those whose income is at or below the median income for the community, i.e., ranging from the federal poverty level (<\$18,000 for a family of 4) to very low income (<\$40,000 for a family of 3) to moderate income (<60,000 for a family of 3).

**Middle Income:** Those whose income is at or slightly above the median income, i.e., (about \$78,000 for a family of 3).

**Children:** Those 12 years and under.

**Youth:** Those ages 13 to 18.

**Schools:** Public or private educational institutions.

**Neighborhoods:** An area of the community generally defined by location.

### Potential Impacts/Benefits Terms:

**Health, safety, basic needs:** Essentials necessary for survival, such as food, housing, health care, etc.

**Housing:** Shelter, lodging or accommodation provided in apartments, houses, or facilities.

**Employment:** Work, occupation, trade, business, profession, etc.

**Displacement:** Being put out of a usual place, such as a residence or neighborhood.

**Access to Services:** The way or means by which people are able to secure needed services and activities, such as transportation, shopping, health care, etc.

**Inconvenience:** Being difficult or complicated to access or use.

**Transportation:** The means of moving being between different locations, such as walking, biking, bus, train, driving.

**Outreach:** Making special or particular efforts to contact, involve or accommodate those who cannot, will not, or are not likely to use facilities, services or processes.

## Appendix D:

### Links to Social Sustainability Strategic Plan Information

City of Boulder & Boulder County, Boulder Valley Comprehensive Plan  
[http://www.bouldercolorado.gov/index.php?option=com\\_content&task=view&id=1482&Itemid=1611](http://www.bouldercolorado.gov/index.php?option=com_content&task=view&id=1482&Itemid=1611)

(Goal 1: Promote Community and City Engagement) Boulder County Human Services Strategic Plan  
<http://www.buildinglivablecommunities.org/>

(Goal 2: Expand and Value Diversity) National League of Cities Inclusive Communities Partnership  
[http://www.nlc.org/resources\\_for\\_cities/programs\\_services/7952.aspx](http://www.nlc.org/resources_for_cities/programs_services/7952.aspx)

(Goal 3 Improve Neighborhood & Community Livability) PIE/IDA program (Personal Investment Enterprise/Individual Development Account)  
<http://www.co.boulder.co.us/cs/cp/programs.htm#ida>

Bell Policy Center; <http://www.thebell.org/>

(Goal 3) City of Boulder Parks and Recreation Master Plan  
[http://www.bouldercolorado.gov/index.php?option=com\\_content&task=view&id=2504&Itemid=2019](http://www.bouldercolorado.gov/index.php?option=com_content&task=view&id=2504&Itemid=2019)

(Goal 4: Address Needs of Children) City of Boulder Child Care Certificate Program  
[http://www.bouldercolorado.gov/index.php?option=com\\_content&task=view&id=3723&Itemid=1915](http://www.bouldercolorado.gov/index.php?option=com_content&task=view&id=3723&Itemid=1915)

(Goal 4) Early Care and Education Council of Boulder County; <http://www.bouldercountyce.org/>

(Goal 4) City of Boulder Housing and Human Services Master Plan  
[http://www.bouldercolorado.gov/index.php?option=com\\_content&task=view&id=1852&Itemid=567](http://www.bouldercolorado.gov/index.php?option=com_content&task=view&id=1852&Itemid=567)

(Goal 5: Address Needs of Youth) Youth Risk Behavior Survey: Community Engagement Reports: "Building Connections: Recommendations for the Boulder Valley to Help Teens Live Happier, Healthier Lives"  
<http://www.bouldercolorado.gov/files/Children%20Youth%20and%20Families/BuildingConnections.pdf>  
"Voices: Youth Speak Out"  
<http://www.bouldercolorado.gov/files/Children%20Youth%20and%20Families/VoicesandViews.pdf>

(Goal 5) Boulder Public Library Master Plan; <http://www.librarymasterplan.info/>

(Goal 7: Address Needs of Seniors) Boulder County Aging Services Strategic Plan  
"Creating Vibrant Communities in Which We All Age Well"  
<http://www.co.boulder.co.us/cs/ag/pdfs/StrategicVisionReport.pdf>

(Goal 7) Council Weekly Information Packet: City of Boulder Strategic Plan for Services to Seniors  
<http://www.bouldercolorado.gov/files/City%20Council/WIPS/2007/01-25-07/2B.pdf>

City of Boulder, A Demographic Profile  
<http://www.bouldercolorado.gov/files/HHS/Documents/2004/CensusDataHighlights.pdf>

Appendix E  
RESOLUTION NO. 1020

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BOULDER**

**Establishing a Policy on Community Sustainability**

WHEREAS, the city of Boulder has a long tradition of community planning focused on respecting our unique community identity and sense of place; and

WHEREAS, the city of Boulder has long been a leader in developing innovative environmental policies and programs such as curbside recycling, Climate Action Plan and Green Points Program building ordinance; and

WHEREAS, the city of Boulder is well recognized as a leader in developing social equity policy and programs such as the Human Rights Ordinance and the Affordable Housing program; and

WHEREAS, the city of Boulder has long history of fiscal responsibility, including divestment of non socially responsible holdings and strong bond ratings; and

WHEREAS, the city of Boulder recognizes planned physical development has an impact on social conditions that should be considered in community planning; and

WHEREAS, the city of Boulder supports social and cultural equity and diversity which creates valuable human capital that contributes to the health of our local economy and environmental sustainability; and

WHEREAS, the city of Boulder recognizes sustainability as a unifying goal to secure its future economic, ecological and social health as stipulated in the Boulder Valley Comprehensive Plan adopted jointly by the city and the county; and

WHEREAS, the city of Boulder recognizes the critical interrelationships among economic, social and environmental systems; and

WHEREAS, the city of Boulder affirms the quality of environmental, economic and social health is built upon the full engagement and involvement of the community; and

WHEREAS, the city of Boulder embraces the model of sustainability in which social, economic and environmental goals are balanced in decision making; and

WHEREAS, cities and communities around the world have and are adopting sustainability as a goal of local government;

**Now, Therefore, Be It Resolved by the City Council of the City of Boulder as follows:**

Council hereby declares its intent that the city incorporate the principles of Community, Environmental, Economic and Social Sustainability articulated in documents such as the Boulder Valley Comprehensive Plan and Social Sustainability Strategic Plan into its actions and decisions.

**Be It Further Resolved by the City Council of the City of Boulder:**

- Council hereby declares its intent that the city shall incorporate principles of social, environmental and economic sustainability throughout the city through regulations, master plans, strategic plans, business plans, policies, programs, language and culture.
- Council hereby declares its intent that the city will consider social, environmental and economic impacts in its legislative decision making processes.
- Council hereby declares its intent that the city will act as a community leader and serve as a role model for others striving to create a sustainable community.

Passed and adopted at a regular meeting of the City Council held this 22nd day of

May, 2007.

Malcolm R. ...  
Mayor

Attest: Alisa D Lewis  
City Clerk

2/07

# Appendix F

## RESOLUTION NO. 1019

### A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BOULDER

#### Establishing a Policy on Community Inclusiveness

WHEREAS, the City of Boulder is committed to inclusion as to a fundamental aspect of our community; and

WHEREAS, cities and towns are the best place to make inclusiveness an everyday priority; and

WHEREAS, local elected officials can and should lead the way forward in making inclusiveness a priority in America's cities and towns; and

WHEREAS, the National League of Cities has designed the Partnership for Working Toward Inclusive Communities to support cities and towns in their commitment to inclusion; and

WHEREAS, the National League of Cities and its members believe an inclusive community promotes equal opportunity and fairness; and

WHEREAS, the National League of Cities and its members believe an inclusive community promotes citizen participation and engagement; and

WHEREAS, National League of Cities President James C. Hunt, councilmember Clarksburg, West Virginia, has invited local officials to join in the Partnership for Working Toward Inclusive Communities and to make a commitment to building more inclusive communities in their own cities and towns.

**Now, Therefore, Be It Resolved by the City Council of the City of Boulder as follows:**

Council hereby reaffirms its commitment to inclusion as a fundamental aspect of our community, pledges active efforts to seek to achieve that goal, and urges all citizens of Boulder to join together to support this effort.

**Be It Further Resolved by the City Council of the City of Boulder:**

Council hereby declares its intent to join the Partnership for Working Toward Inclusive Communities.

Passed and adopted at a regular meeting of the City Council held this 22nd day of

May, 2007.

W. R. Ryz  
Mayor

Attest: Alisa D Lewis  
City Clerk  
2/07