



Community Planning & Permitting

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Staff Memo for Docket BVCP-25-0001

BOULDER COUNTY PLANNING COMMISSION AND BOARD OF COUNTY COMMISSIONERS WORKSHOP

MAY 21, 2025, 3:00 p.m.

All Commissioners' public hearings and meetings will be offered in a hybrid format where attendees can join through **Zoom** or **in-person** at the Boulder County Courthouse, 3rd Floor, 1325 Pearl Street, Boulder.

WORKSHOP – DISCUSSION ITEM NO PUBLIC TESTIMONY

Staff: Hannah Hippely, Long Range Planning Division Manager

Docket BVCP25-0001: Boulder Valley Comprehensive Plan Major Update

The purpose of this workshop is to review the draft vision, values, focus areas identified through community engagement and concepts the city is considering for further evaluation. This is a working session for the Planning Commission and Board of County Commissioners to provide feedback on the update and guidance for staff research, analysis and community engagement over the summer. The next update on the project is anticipated for August 2025.

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INTRODUCTION

[The Boulder Valley Comprehensive Plan](#) (BVCP) is a document that identifies the Boulder Valley's long-term vision and sets policy intended to move the community toward that vision. Collaborative planning between the city and the county arose from a desire to ensure that growth in the Boulder Valley occurred intentionally and in a way that met each jurisdiction's goals. The Boulder County Comprehensive Plan (BCCP) expresses the county's vision to "channel growth to municipalities, to protect agricultural lands, and to prioritize preservation of our environmental and natural resources in making land use and related decisions". The BCCP also states "existing communities should grow at whatever rate they consider desirable, within the limits of what is acceptable to the citizens of areas potentially affected by that growth, and to the citizens of the county, while preserving and improving the quality of life and the aesthetic and functional fitness of land uses within the county." The BVCP (the Plan) describes how this vision will be implemented within the Boulder Valley and recognizes that collaboration between the city and county is necessary to achieve the desired outcome.

PROJECT TIMELINE UPDATE

The city and county are currently engaged in a major update to the Plan. This is the eighth major update of the Plan since it was adopted in 1977. Major updates provide the community with an opportunity to adjust the Plan to reflect changing community values and needs, address current challenges and proactively plan for the future. The update process has been divided into four phases.

The project team completed Phase 1 A Boulder Today in January 2025. The purpose of the first phase of work was to build common understanding about the state of the Boulder Valley today. Information on existing conditions has been compiled for the community at [A Boulder Today](#). This information and initial community engagement set the stage for Phase 2, A Boulder Tomorrow.

The second phase of work is reaching completion. The phase aimed to understand the community's needs, create a shared vision for the future and identify the most pressing topics, or "Focus Areas," that the community wants to address during this update to the plan. Significant community outreach and engagement was completed during this phase. Attachment A reviews engagement activities and links summaries, comment logs, and reports on the various engagement activities.

The vision and areas of focus will guide community discussions in Phase 3, which includes analyzing existing policies and potential policy changes and considering land use

strategies to achieve the community vision. This phase is anticipated to run through the winter of 2025.

Phase 4, A Boulder Future, is the plan creation and adoption phase. This phase is anticipated to run from winter 2025 through summer 2026. It is anticipated that the City Planning Board and City Council will consider and adopt the plan in June of 2026 followed by the County Planning Commission and Board of County Commissioners as early as July 2026.

ELEMENTS OF THE BVCP

The BVCP includes three primary elements, the Planning Areas Map, the Land Use Map, and the policies. Exhibit B of the Plan defines procedures for changes to these elements and the role of the city and county in the adoption of the Plan. When the plan refers to the decision-making bodies that approve changes: “city” means Planning Board and City Council; “county” means the County Planning Commission and Board of County Commissioners; and “city and county” means Planning Board, City Council, County Planning Commission, and Board of County Commissioners. All three of these elements of the Plan are eligible for update during a Major Update.

The BVCP service area framework is visualized in the Planning Areas Map. This map expresses the vision of the Boulder Valley as one where the City of Boulder maintains a compact urban form surrounded by open space and rural lands. The city’s outward growth will only occur in areas where a full range of urban services can be provided to support such growth. This map (in conjunction with the relevant policies) clarifies what areas may be annexed to the city and defines the limits of the city’s provision of urban services. It also clarifies that Boulder County commits to retaining the remaining areas’ rural nature of the and that the county is not a competing location for growth and development. This framework acknowledges that urban growth has limits and that unincorporated rural lands have value worth preserving. Most changes to this map, changes in area designation or to the planning area boundary, require both city and county approval. The exception to this is that the City may unilaterally move an area of 5 acres or less (but no more than 10 acres) from Area III Rural Preservation to Area II, where they would be eligible for annexation and service provision. If the area of change is over 5 acres, the Board of County Commissioners may call up the decision (although this is also subject to caveats as the call up provision does not apply to enclaves, city-owned land, and properties along the western edge of the service area below the blue line).

The BVCP Future Land Use Map depicts a plan for the desired land use pattern in the Boulder Valley. Land Use Designations are meant to accompany and interpret the Map and

can be used to guide future zoning decisions. Changes to the Land Use Map within Area I (within the city’s municipal boundaries) are a city only decision. Changes to the Land Use Map within Area II (annexation eligible areas) are a city only decision when the change is less than 5 acres. If the area of change is over 5 acres, the Board of County Commissioners may call up the decision (although this is also subject to caveats as the call-up provision does not apply to enclaves, city-owned land, and properties along the western edge of the service area below the blue line). Land Use map changes in Area III are a city and county decision.

The policies of the plan are found in Chapter 3. All policies are not necessarily jointly adopted. Where the “county” alone is referred to in the policy, the policy may be amended by the county, after referral to the city. Where the “city” alone is referred to in the policy, the policy may be amended by the city, after referral to the county. All other policies are construed as joint city and county policy statements, and are to be amended by joint action. The current BVCP contains 210 policies, see Attachment B.

Generally, within these decision-making parameters, the City of Boulder remains free to make changes to all parts of the plan relevant to those areas within municipal limits and policies that they will individually pursue. It is at the edges of the city where potential growth and change through annexation may occur (Area II, and Area III – Planning Reserve) and in areas designated for rural preservation (Area III) that the city and county collaborate and jointly decide on changes.

COMMUNITY VISION STATEMENT

The Plan includes a Vision Statement to express what the community aspires to be. This one-sentence statement is intended to offer a standard and consistent reference to manage change and make decisions in the future. Based on community feedback collected as part of the comprehensive planning process as well as other recent citywide planning efforts, the project team initially proposed the following statement for community review in April:

Our Boulder Valley community embraces vibrant and diverse neighborhoods balanced with thriving open space and rural lands, fosters equitable opportunities accessible to all, and strengthens connections that build resilience and wellbeing for generations to come.

During the recent engagement, over 230 community participants provided feedback on the vision statement. Feedback ranges from supportive to highly critical. Many respondents value the intentions of the vision but believe it lacks specificity, omits essential topics, or feels out of touch with current conditions. Concerns reflect a deep attachment to

Boulder’s natural beauty, historical character, and quality of life, alongside fears of overdevelopment, unaffordability, and vague or buzzword-heavy language. Below is a sample of some representative comments from community members:

“the draft Vision statement is centered on human needs without recognizing the needs of the diverse ecosystems and flora and fauna of the Boulder Valley.”

"The words vibrant and thriving are getting tired. Please replace with the word sustainable and biodiverse.”

“How can we incorporate our climate goals into the statement?
Alternatives to cars are super important for our future.”

“I would like our vision to include "welcoming" and "walkable".”

“There needs to be a priority placed on Boulder's unique history, before we essentially build an unrecognizable city. PLEASE think about how history of place gives people a sense of belonging!!”

With consideration for the valuable feedback provided by community members, the team proposes the following updated version of the Vision Statement:

Our community is welcoming, diverse, and committed to the Boulder Valley. We balance economic and housing opportunities with respect for nature and open lands, serve as a model to others as we face a changing climate, and leverage our community assets and innovative spirit for the benefit of future generations.

COMPREHENSIVE PLAN VALUES

In the Plan process, values will be used to evaluate policy choices. In alignment with the city’s Sustainability Equity and Resilience Framework, the following represent the Comprehensive Plan Values:

Accessible and Connected – A safe, accessible and sustainable transportation system that connects people and destinations, along with providing community members open access to digital and in-person information to encourage social connection and community engagement.

Economically Vital – A healthy, resilient and sustainable economy based on innovation, diversity and collaboration that benefits all community members, businesses, and visitors.

Environmentally Sustainable – A sustainable and thriving community that uses clean energy, protects our natural resources and cares for ecosystems.

Healthy and Socially Thriving – A community where all members can meet their needs, thrive in physical and mental well-being and enjoy diverse opportunities for connection that value and respect human rights.

Responsibly Governed – A local government that delivers great service, manages assets responsibly, uses data-driven decisions and engages all community members, including historically excluded groups.

Livable – A place with safe, reliable, well-maintained and affordable buildings and infrastructure that support diverse community needs for working, learning, recreating and living.

Safe – A welcoming community that supports positive relationships, keeps community members safe during emergencies and in day-to-day life, and maintains reliable infrastructure to keep our air, water, and land clean.

FOCUS AREAS

Focus areas are topics that the community and local policymakers have identified as priorities for this comprehensive plan update. Focus areas are not all inclusive, the Plan update and final plan will address other topics, but particular attention will be given to these identified priorities.

The project team initially identified the following six focus areas: Affordable Living; Safety & Wellness; Climate Action; Transportation & Mobility Options; Housing Diversity & Density; and Social Connection. As the process continued to collaborate with community members and identify key issues and concerns of the Boulder community, the team identified a need to shift the focus of some areas. Multiple engagement touchpoints, including the work of Once and Future Green, consultations with Community Connectors, as well as the in-person and online Roundtable events revealed that the following focus areas carry great importance for community members in this update to the comprehensive plan:

1. Climate Action
2. Inclusive Local Economy (New)
3. Food Systems (New)

4. Housing Choice and Opportunity
5. Multicultural, Multigenerational Community (New)
6. Safety
7. Travel Options

The project team recommends these seven areas of focus to guide community conversations and staff analysis in the next phase of work. The following section provides additional context for each focus area and an overview of the current policies related to these recommended focus areas.

Climate Action

Community Feedback: Throughout the process, community members have provided a great deal of feedback on the desire for the comprehensive plan to address our changing climate. It is consistently identified as a top priority in engagement work. Comments collected represent interests in climate change mitigation, natural resource protection, and building resilience into many aspects of planning for the future and managing change. Some such planning considerations include reducing fossil fuel dependence, improving water and natural resource management, and preparing for the effects of a changing climate, particularly increasing wildfire risk. Many emphasize environmental justice as a critical lens for guiding all government efforts. They also call for cross-sector solutions spanning transportation, agriculture, energy, and urban development.

Summary of Current Policy: There is extensive support for advancing climate action in current policy. Of the Plan's 210 policies, 72 are relevant to climate action. Strong and direct policies are spread across Section 2: Built Environment, Section 3: Natural Environment, Section 4: Energy, Climate and Waste and Section 6: Transportation. These policies promote emissions reductions, climate resilience, compact development, sustainable transportation, ecosystem preservation, renewable energy and waste reduction.

Inclusive Local Economy

Community Feedback: Two major themes within this focus area have emerged in community feedback. First, many participants want to see more local and community-minded businesses in Boulder. Second is a desire to improve community members' ability to build wealth and create opportunities for entrepreneurship. Community members recognize Boulder as an expensive place to be and want to find ways to build their own wealth to afford a quality life in the community. Additionally, some feedback indicates that though Boulder has world-class business and education networks, not everyone has been able to benefit from them. They called for more support to help all residents grow, innovate, and succeed in the community.

Summary of Current Policy: Key themes in current policy related to an inclusive economy include preserving and creating affordable commercial spaces (5.04, 5.06), encouraging mixed-use development to integrate business opportunities across neighborhoods (2.14, 2.16, 6.19) and supporting economic resilience through innovation, entrepreneurship and regional collaboration (5.07, 5.14, 5.18) and the value of diversity in businesses mix and the local workforce (5.05 and 5.19). Current policy also affirms a commitment to economic diversity, equity and inclusion in employment and business ownership (5.16, 8.05, 10.02).

Food Systems

Community Feedback: The concepts of local food systems, food access and agriculture have consistently been topics of community interest throughout this project. Community members describe a need to strengthen local agriculture and support sustainable agriculture practices. There is interest in a connection between regenerative farming and climate resilience. Community members describe challenges with growing food in the city and accessing nutritious food and culturally relevant foods. A range of strategies has been proposed by interested community members, including supporting smaller farms, expanding equitable access to farming opportunities, and enabling a food system where food production, storage and distribution is available and affordable. Noting connections to housing issues, the agricultural community also notes challenges with the availability and affordability of local housing for agricultural workforce.

Summary of Current Policy: Twenty-eight of the 210 Plan policies either directly or indirectly support food systems. Section 9: Agriculture & Food is dedicated to the topic with support for agriculture on public and private lands. Other key policy themes include preservation of agricultural lands (Policies 1.16, 2.04, 2.06, 2.07, 3.08, 9.01) and indirect support through promotion of mixed-use development and neighborhood centers that could support food retail (2.14–2.19, 2.34).

Housing Choice & Opportunity

Community Feedback: Many community comments have identified local housing challenges as an area to address in this major update to the comprehensive plan. Concern for housing affordability is a driving force behind this focus area, with community members describing concern for lack of housing opportunities through an individual's lifetime, including those who would like to remain in Boulder as they grow older. Many comments describe a need for a diverse and multi-faceted strategy to provide local housing. Community members proposed a range of strategies to address this focus area, including expanding the types of allowed residential uses throughout the city, increasing the amount of subsidized housing, and raising the city's height limit. Many community members also

voiced concerns about managing population growth, large residential buildings, changes in quality of life, and changes in established residential neighborhoods and rural areas.

Summary of Current Policy: The most substantial support for housing choice and opportunity is concentrated in Section 7 of the Plan: Housing. This section includes comprehensive policies promoting affordability, diversity of housing types and equitable access for residents of all backgrounds. Additional supportive policies appear in Growth Management, Built Environment and Economy policy sections. These policies promote infill, redevelopment and regional cooperation.

Policies in Built Environment and Growth Management that may limit options for achieving greater housing opportunities. The limited availability of undeveloped land requires new housing units to be derived primarily from redevelopment and infill efforts. Policies reinforcing height or density constraints or preserving existing character can resist housing diversity.

Multicultural, Multigenerational Community

Community Feedback: Community members have described needs to support a more diverse community, including finding ways to foster belonging, support health and wellness, and strengthen social connections. Written and recorded feedback frequently touched on related themes, including the protection of diverse communities, the need for more “third spaces,” family-friendly housing, and broader efforts to increase affordability. The focus area is supported by [The State of the Child Report](#), part of the UNICEF Child-Friendly Cities Initiative, which identified bullying and safety as priority topics for a youth action plan. Historically marginalized groups have voiced a strong need to be heard by the government, noting that past engagement efforts often ignored their perspectives. This feedback reinforced the importance of including this focus area, underscoring the need for a community where everyone feels welcome and supported.

Summary of Current Policy: There are 64 current policies that generally support a multicultural and multigenerational community through themes of social connection, inclusive public spaces, and overall community well-being. Policies also directly support cultural preservation and representation (1.06, 2.27, 8.22), intergenerational housing (2.11), and public infrastructure such as libraries and parks that serve diverse needs (8.15, 8.19).

Safety

Community Feedback: Community members identified safety as a key focus area, sharing concerns about feeling unsafe in public spaces and worrying about natural disasters, especially wildfires. Many community members support more help for people who are

unhoused, but they also say the issue is complex and needs many different solutions. When talking about emergency management, participants focused on solutions for better wildfire planning, enforcement of regulations, and more education about what to do in emergencies. In addition to these safety concerns, many community members also express a need for more safety measures for pedestrians and bicyclists, overlapping with the Travel Options focus area.

Summary of Current Policy: There is existing policy support for advancing safety in Sections 3: Natural Environment, 6: Transportation and 8: Community Well-Being & Safety. These sections contain policies that directly address public safety through risk mitigation e.g., wildfire, flood, air and water quality, safer mobility networks for all users and neighborhood-level emergency response and design considerations.

Travel Options

Community Feedback: Community members identified Travel Options as a key focus area, emphasizing the need for safe, accessible, and reliable ways to move around the city. Participants in the project consistently call for a more effective and trustworthy public transit system, along with expanded pedestrian and bicycle infrastructure. Many shared concerns about feeling unsafe while walking, biking, or using public transit. They also highlighted the environmental benefits of reducing car dependency. Through their feedback, community members clearly called for transportation solutions that promote safety, sustainability, and equitable access.

Summary of Current Policy: Current policy provides broad support for advancing travel options. There is a particularly strong alignment in Section 6: Transportation and Section 2: Built Environment. These areas contain policies that directly promote seamless, safe, and sustainable car-free mobility through support for compact, mixed-use development, a multimodal transportation network, and housing near transit. Overall, existing policy forms a solid foundation and emphasizes cross-sector collaboration and inclusive access to mobility.

PHASE III

In this next phase of work, staff will continue to review the existing policies of the BVCP, working with internal subject matter experts to consider revisions to existing policies to support outcomes desired by the community. Staff have also heard a desire for the plan to be shorter, easier to understand, more action-oriented and/or measurable, and offer greater flexibility for future decision-making. The goal is to simplify the plan, clarify the policies and reduce the overall number of policies by reducing redundancy both within the document and amongst other adopted plans. Ideally, the policies within the BVCP would

be a unique set of policies, applicable specifically to the Boulder Valley, focused on core elements of the plan and reflective of the specific outcomes this project has identified.

The following represents an initial example set of concepts for potential updates to current BVCP policy. This initial set of concepts are based on ideas suggested by community members, preliminary research and consultation with subject matter experts. These recommended concepts for exploration represent larger shifts in policy approaches and require more significant study and testing with community. Not all of these concepts are necessarily relevant to unincorporated areas of the county and may not result in policies that the county would partner with the city on. However, they are presented here to show the scope of what may be explored in Phase III.

1. Revisions to the BVCP Future Land Use Map and Land Use Map Designations

The BVCP Future Land Use Map depicts a plan of the desired land use pattern in the Boulder Valley. Land Use Designations are meant to accompany and interpret the Map and can be used to guide future zoning decisions. The project team recommends exploring if and how revisions to the BVCP Future Land Use Map and the associated Land Use Map Designations (Chapter 4 of the Plan) could support the Plan's Community Vision and Values. Revisions could include rethinking the current map's fine-grained approach to be more goal-oriented and flexible. This concept would influence the following Focus Areas most directly: Housing Choice & Opportunity, Inclusive Local Economy and Travel Options.

2. Reconsider Physical Composition

The project team recommends exploring if and how revisions to policies that define the physical limits of the city could support the Plan's Vision and Values. This concept could include:

Revisions to Comprehensive Planning Areas I, II, III to test the potential of the Area III-Planning Reserve and understand if potential changes for Area II, such as whether allowing ADUs in Area II might support regional housing goals;

Potential revisions to the building height limit (either citywide or in specific locations).

This concept would influence the following Focus Areas most directly: Housing Choice & Opportunity, Inclusive Local Economy, Food Systems and Travel Option

3. Consider a Targeted Universalism Approach to Comprehensive Plan Policies

"Targeted Universalism" is an approach to policy that moves all groups in a community towards a universal outcome. This approach aims to move policies from a one-size-fits-all

formula to those that are more outcome-oriented. As the policies are implemented, data-based decision-making would support a targeted solution to achieve the universal outcome.

Here is a hypothetical example of how Targeted Universalism could apply to the Plan:

The project team works with the community to identify a universal principle that all community members in the Boulder Valley have access to shared mobility options.

The city's Racial Equity Index analysis identified that neighborhoods who rate lower on the city's Equity Index have less access to B-Cycle stations. A targeted universalism approach might suggest that new or additional B-Cycle stations be installed in blocks with a lower rating on the equity index to deliver more equitable access to this resource and help achieve the universal principal that all community members have access to shared mobility options.

This approach would address policymaker feedback calling for policies that are action-oriented and offer a method to implement the purpose of the city's Sustainability, Equity and Resilience (SER) Framework, creating a future with equitable access and working towards ensuring that the root causes of inequities are eliminated. This exploration would influence all Focus Areas.

4. Collaborate with regional partners to consider future community investment

Over time, significant choices and investments made through regional collaboration have contributed to the health, wellness and safety experienced by Boulder community members today. This recommended concept would work with regional partners to identify a future project or multiple projects that could protect the health, wellness and safety of future generations who will face a climate different than that of the past. Examples of such projects, suggested by community members, include new regional transit options, new infrastructure projects to manage the spread of wildfire, collaborative water management approaches, or collaborative alternative energy systems. This concept could influence the following Focus Areas: Climate Action, Safety and, Travel Options.

5. Consider Options for Enhancing Boulder's 'Night Economy'

In the community's post-pandemic era, the rhythm of daily life has shifted significantly as "work-from-home" and hybrid options for the valley's workforce have changed who, what, where and when community members spend time in Boulder. Many cities around the world are reconsidering how public life during the evening and night-time hours could and should shift to support more and different activities, local spending, local tourism, local arts and

culture, and engagement of Boulder’s multigenerational population. Pursuit of this concept might influence Future Land Use Map revisions as well as multiple existing and potential new comprehensive plan policies. This concept would influence the following Focus Areas most directly: Inclusive Local Economy, Safety, Travel Options and Multigenerational Multicultural Community.

6. Boulder Valley’s Natural Infrastructure Systems

The Boulder Valley’s systems of landforms, soil, water, plants and wildlife work together to help manage water, deliver clean water and air, sustain lands that grow food, provide habitat and support community recreation. As the community looks to the future of the changing climate this update process offers the opportunity to rethink local policies that impact the health and longevity of these resources. Issues to be considered could include stormwater management, future of urban greenways, expectations for greenspace in redevelopment, balancing recreation and natural landscapes, and urban wildlife management among others. This concept would influence the following Focus Areas most directly: Climate Action, Food Systems.

7. Consider Options to Reawaken Boulder’s Funkiness

Boulder is a beautiful and unique community whose historic assets and local oddities make it memorable for community members and visitors. As the Valley has evolved as a place, multiple forces have shifted the outcomes of local aesthetics/architecture, commercial choices, social infrastructure and local institutions. Recognizing the strength that comes from diversity, this concept will explore options to rediscover Boulder’s “funkiness,” and create more opportunities for innovation, creativity, and ingenuity in local design.

QUESTIONS FOR DISCUSSION

1. Do Planning Commission and the Board of County Commissioners support the proposed vision and values?
2. Do Planning Commission and the Board of County Commissioners support the recommended focus areas?
3. Are there any focus areas Planning Commission and the Board of County Commissioners believe rise to the top as areas where county policy could have a significant impact?
4. Do Planning Commission and the Board of County Commissioners support the recommended concepts to explore?
5. Which of the recommended concepts to explore do Planning Commission and the Board of County Commissioners find most relevant for the county?
6. Are there any other concepts that Planning Commission and the Board of County Commissioners think should be explored?

NEXT STEPS

Feedback from this meeting will help direct the project team's work in Phase III. The project team will move forward to study various policy options, including land use scenario modeling (where applicable), a data-based study of possible impacts, case study research, the application of the racial equity instrument, and community engagement.

The team will share preliminary information from this analysis with community members in July and meet with policy makers in late August to gauge support for various options to be considered for the Comprehensive Plan update.

Upcoming summer milestones:

Mid-June: Partner Agency Conversations – check-in with groups such as RTD, BVSD, CU, and other collaborators to understand future plans and share policy concepts

Mid-July: Community Conversations – preliminary conversations related to various policy options, land use strategies and balancing needs

Early August to late September: Community Change Request application window

Mid-August to early September: Statistically Valid Survey & online companion questions window

Late August through September: Policy Maker Check-ins – overview of summer engagement, alternatives analysis, and direction to guide further study of preferred options



Attachment A Community Dreaming: Towards a More Spectacular Valley Frontline Community Findings for the BVCP

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Introduction & Events Overview:

Once and Future Green is excited and honored to support the City of Boulder and Boulder County Government take on a new expanded approach to community engagement and input for the Boulder Valley Comprehensive Plan (BVCP) in alignment with our work for a “People’s Plan”. It was deeply meaningful and an effective start for bringing “new voices” into the planning process update. This and other substantive input from “new” and “underrepresented” voices will make for a more holistic and successful BVCP. We provided a “Recent Community Engagement Findings Report for the BVCP” first which serves as a prequel to this one. This report outlines both an overview of the events and the important input we heard from residents and community experts that could inform the plan.



Attachment A

Community Dreaming: Towards a More Spectacular Valley

Frontline Community Findings for the BVCP

We curated and hosted 2 community events designed to provide Frontline¹ community participants with inspiration and tangible ideas for innovative solutions and approaches to issues we have previously heard them name, and then provided space for them to articulate their ideas and approaches. We worked with our close partner FLOWS (Foundations for Leaders Organizing for Water and Sustainability) who supported outreach and helped produce the events. Our team did a couple of rounds of community ecosystem mapping to identify Frontline community members and groups we wanted to specifically invite, and to identify Frontline community speakers. We pinpointed and brought in multiple community experts who come from the communities we are engaging and bring years of inspiration, dedication, and expertise that seem especially relevant to both the community and the BVCP. Our community leaders and their presentation themes were:

1. **Candi CdeBaca**- “Food as a utility” and supporting sustainable equitable local food systems
2. **Mike Wird**- Biotecture (Biology+Architecture) and principles beyond green building
3. **Yessica Holguin**- Strengthening Frontline entrepreneurship and building an economy that works for all
4. **Andre Houssney**- Supporting regenerative food systems and economics & examining barriers for farmers of color
5. **Stephen Brackett**- Inspired community planning: Spectacular dreams and visioning

Brief bios for presenters are found in the [appendix](#).

Once and Future Green leads, Michelle and Ramon Gabrieloff-Parish MC'd both events. Native leader and advocate Joseph Lamb offered prayer and song for the March event opening and close.

Event outline: The events were designed to provide community members with inspiration and community-based learning before asking them to brainstorm for the BVCP and the People's Plan. The agenda outline was generally:

1. Time for getting food and gathering
2. Land acknowledgements/contemplative moment & welcome
3. Reviewing the BVCP & Peoples Plan (including previous findings)
4. Asking about who is present, why, and community/government efforts they are already engaged in
5. Mini-presentations from community experts
6. Brainstorming groups

¹ We borrow this term from the Environmental Justice movement to indicate “communities that have suffered most from intended and unintended impacts of government policy, and have benefited the least... Locally and nationally these groups include communities of color, low income communities, disabled community members, immigrant and English as a second language communities, members of LGBTQIA+, single parent and multigenerational households, the unhoused, youth, and the elderly.” - From a previous OFG report. Note: We use the term “people of color” to include Indigenous, Black, Latin@, Asian, Pacific Island, and Middle Eastern (SWANA) people and descendants.



Attachment A

Community Dreaming: Towards a More Spectacular Valley

Frontline Community Findings for the BVCP

- Topics included community expert themes and emergent themes from participants
 - We provided sets of 3-4 questions for participants to consider to guide their conversations if needed/wanted. For example: What barriers does this solution/need face? What policies could support it? Where could this happen? How does this impact the most vulnerable in the community?
7. Report back- Harvesting
 8. Closing

Both events had full RSVP lists of over 50 people, but not all who RSVP'd attended.

Feb 22, 2025- 48 people total- 33 community members, plus 3 community presenters and team support/participants.

- An additional 2 interpreters (Spanish) and 2 childcare providers (children in childcare not included in the count).

March- 59 people total. 52 community members, plus 2 community presenters and team support/participants.

- An additional 4 interpreters (Spanish & Nepali) and 2 childcare providers (children in childcare not included in the count).

In Feb, community participants self-reported they are already engaged in and working on community improvements including:

- Food access
- Affordable Housing
- Water issues
- Fighting Structural Racism
- Youth programming
- Community events and cultural events
- Polarization
- Environment

The vast majority of March participants self-reported never having participated in a government process previously (including planning processes, speaking at city council, etc.). Only 6 participants reported they had with one of them, a government staff person, being unsure if they had. This speaks to the disenfranchisement from government processes community members experience, even once they enter the system.

Feedback and Media: We received powerful positive feedback and came across additional positive feedback online (see Appendix for testimonials). We were invited to do an interview in Feb on [KGNU's "Pasa la Voz" show](#) covering information about the process and upcoming events. There was also reporting done on the process from the [Boulder Reporting Lab](#). Councilwoman Nicole Speer,



Attachment A

Community Dreaming: Towards a More Spectacular Valley

Frontline Community Findings for the BVCP

who participated in the March 8th event had powerful positive feedback for us and included it in her “Community Kudos” newsletter.

As with the previous report, “this document is far from exhaustive. It should act as a strong starting point to help guide the City of Boulder and Boulder County in further and deeper community engagement efforts to hear from and understand disinvested communities wants, needs, and visions for a stronger Boulder Valley Comprehensive Plan and other plans into the future.”² Here we focused on innovative solutions and unique feedback and ideas. We are excited to keep meeting with planners and city and county staff to identify ways to incorporate this feedback into the BVCP and other government plans, and policies for a more spectacular quality of life for everyone in the Boulder Valley community.

Note on Targeted Universalism and Key Questions for Planners:

Targeted universalism is a paradigm and practice that helps us better understand the critical importance of gathering Frontline community feedback, utilizing and implementing this feedback to achieve broader policy goals and implementation. Designing and implementing solutions for those most impacted or vulnerablized ultimately supports everyone³. Conversely and more conventionally, attempts to design for “everyone” often leaves out or burdens communities most vulnerabilized and disenfranchised, especially if they are not a part of the decision-making process. This underscores the importance of and need to prioritize this feedback.

In design terms, there are several often used examples. An essential one is the curb cuts and ramps that disability activists called for to make communities, buildings, and cities accessible. These improvements support disabled community members, but ultimately have helped almost everyone– people who are temporarily disabled (after surgery, etc.), people transporting things in carts, dollies, or luggage, bikers, children and elders, etc. It is therefore beneficial to all to design for (and with) the people most burdened within a system. If it works for them, it is more likely to work for everyone. Bringing Frontline voices and needs into the BVCP planning process can create the conditions for improvements for those most struggling in the county, which will ultimately end up benefiting all. This is clear in many of the innovative ideas below.

As with any respected partner, community leaders and groups should be given credit for their work and ideas, as well as compensation and continued meaningful involvement. Community members have expressed frustration that sometimes rather than ignoring their ideas, governments have taken them

² From Once and Future Green’s “Recent Community Engagement Findings Report for the BVCP”

³ [See john powell and the Othering & Belonging Institute](#)



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and run with them, but without the involved community members or groups. There is an important sweet spot of engagement between ignoring community ideas and efforts and co-opting them.

We also urge staff and leadership to use the following guiding questions in all of their decision-making processes, including the BVCP. These are inspired by the Environmental Justice movement and the calls for tangible action we have heard from Frontline community members to support needs that are too often invisibilized in the halls of power. Sometimes questions are stronger than statements or principles, and these can help guide all policymaking towards a more just, sustainable, and resilient community.

- ❖ Who benefits? How?
- ❖ Who is burdened? In what ways?
- ❖ Does this move us towards eliminating poverty?
- ❖ Does this build sustainability and resilience?

Findings:

The following is an overview of findings from our events– what we heard from our community experts and community feedback– and some from our experience and expertise. There is a lot of overlap between themes with a purposeful alignment with our values of social and economic equity, and environmental stewardship, longevity, and sustainability. We organized them here for ease of understanding, but they could easily be reorganized depending on need or urgency. Note that key, big or transformative ideas are marked with an “⊕”.

Much of the feedback is aligned with what Frontline communities have been calling for many years and throughout the country. Community expert Stephen Bracket, for example, compared 50 DEI community engagement initiatives across cities and found that Frontline communities across the country consistently call for 1) affordable housing, 2) equitable development and 3) economic inclusion & digital equity. Our intention is that the following feedback helps us dig deeper to think about how we can start accomplishing these priorities and tangible yet innovative solutions to the pressing and consistent issues they address.

A few recurrent patterns in the feedback:

1. Move from exploitation to cooperation
 - a. Move away from commodities frameworks
2. From individualistic to communal approaches
3. Cultural diversity as an asset



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4. Beyond adequate, affordable, or attainable to thriving, wellness, dreaming, & spectacular living
5. Trusting the community more- to know, have solutions, enact, partner

Incorporating these ideas and visions for a more equitable, prosperous, healthy community into the BVCP is a monumental task. This contract has been designed for us to do so collectively, with the city, county, and Once and Future Green partnering through the rest of the year to ensure these ideas and issues are incorporated into the BVCP in the most effective ways possible and for the benefit of everyone impacted.

We are profoundly excited and inspired by the heavy dose of innovation and practical solutions offered by community experts and participants. There is enough here in just these first findings– our small piece of community input for the BVCP and other government plans and processes– for powerful inspirational change and to co-create an even more spectacular valley with regeneration for people, our environment, and economy.

Community Experts Solutions/Proposals

1. Equitable Sustainable and Regenerative Food Systems:

We have always heard from Frontline communities that food access is a critical issue. Especially during and after the Covid pandemic, it rose to an even higher top concern. Once and Future Green has decades of experience working on food justice issues, and training students, community members, and organizations locally and nationally on the topic. Equitable food access means everything from the most basic types of access, like food pantries and food rescue, to food justice which more often includes access to *healthy* food grown in healthy ways, culturally relevant food, and access to land to steward, grow and harvest food. It can include access to economic opportunities and cottage food industries and shared commercial kitchens. It also means fair and equitable treatment of farm and agricultural workers. We found that this topic resonated with people at our events and there were several community members attending who work on Frontline food issues. The following is an overview of some of the findings from both our community experts and community feedback. Adding these ideas to the BVCP and other local plans would make powerful transformations in our local food systems towards equity, environmental health, economics, and build resilience for years to come.

- ⊕ **Reframe food and food systems as utilities-** Candi CdeBaca's key theme: Governments already recognize the crucial importance of other essential services as utilities: water, energy, roads, trash and recycling, sewage, telephone, and internet. These services are so essential that they "are regulated, subsidized, and made accessible to all."⁴ What if another critical,

⁴ Candi CdeBaca. Presentation Feb 22, 2025



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life-serving need— food —was included? Candi said, “Food is just as essential, yet we treat it as a commodity, subject to the whims of the market.” What if we approached food the way we approach other critical infrastructure? Candi offered multiple recommendations and policy considerations that would support this innovation, building resilience and equity in our community and several tables were dedicated to this, education, and regenerative agricultural systems. Here is some of what we heard:

- Supporting sustainable and regenerative practices: “Boulder has long been a leader in sustainability and our food system should be no exception.”⁵ A few critical aspects include reducing food, waste, water, conservation, and reducing car use.
- Resilience: Food infrastructure is a cornerstone of municipal or regional resilience. Can a city keep its people fed and healthy? What about during tough times?
- We will need urban farms, gardens, and food forests
- Thinking through transportation considerations:
 - How to get healthy and affordable food options without traversing a city in cars to get your basic food needs?
- Land and space access: borrowing from the concept of Food Sovereignty, one of the biggest challenges that arises consistently is access to land and space— for cultivating, for decision-making over what is grown and how, and also for storage, preservation, processing, etc. Candi had several recommendations and key ideas for this too:
 - “We want control over our own food from seed to table.”⁶
 - This allows utilization of cultural and ancestral practices, regenerative and beyond organic practices, permaculture, and water stewardship
 - We could utilize city and government owned real estate to support land access (for free or through affordable or subsidized rentals, etc.) including:
 - Local food production (reducing reliance on distant supply chains)
 - Food hubs and distribution sites-
 - Centralized locations for processing and distribution
 - Corner stores
 - Cold dry storage
 - Store, delivery vehicles (bikes, vans, etc.)
 - Public access to commercial kitchens
 - Decentralizing food & reducing reliance on supermarkets

⁵ Candi CdeBaca. Presentation Feb 22, 2025

⁶ Candi CdeBaca. Presentation Feb 22, 2025



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- From a community table we heard the need to support community orgs and nonprofits in doing some of this. There are already aligned interests and efforts. The cost of land is the most prohibitive factor in making these orgs successful.
- Governments can also provide incentives for residents/residential properties/public spaces (library, etc.) to be nodes (production/distributions/composting) on a food web
- Policy Changes: Dedicate a portion of local budgets, engage the community, and partner with local organizations, nonprofits, and businesses. Change/create policies that prioritize local food systems, such as:
 - Zoning laws that support urban agriculture & micro-production
 - Incentives for local farmers
 - Subsidies for low-income residents
 - Establish or enable community-run distribution points (for example community-owned grocery stores).
- Policy and zoning to support the creation of local food hubs and food systems
- ⊕ **Paradigm Shift: Farming Like a Village & Creating the Conditions for Equitable, Regenerative Food Systems-** Community expert André Houssney of Jacob Springs Farm asked: “what would it look like if our farms functioned less as rugged individualistic endeavors and more like communities or villages?”. This paradigm shift could change everything from land access and ownership, to housing and labor, and economic models, as is done in other parts of the world. City of Boulder and Boulder County staff have both expressed that though they have tried, supporting new or budding farmers proves to be almost impossibly difficult.
 - What if farms functioned more like villages and less as a “ruggedly individualistic frontier” endeavor
 - There are ~16,000 acres owned by Boulder open space leased to farmers. Instead of 10 1,600-acre farmers, what if we had 1,000 16-acre farms?
 - Or a mix: We are “missing a middle in our food system”. We have big industrial farms and small organic initiatives, and not much in between.
 - Right now, the barrier to entry in farming in Boulder is really high. André’s the first POC farmer to have this land access in 80 years. What if we had a farmer cultivation system and with community farming where people can gain experience and organize?
 - We have properties that could be farm incubators (André is modeling)
 - We heard about the need for local composting and a strong aversion to pesticides.
 - Education: We heard this multiple times and with various emphasis. Invest in programs that teach residents about sustainable farming practices, food preservation, production, nutrition, co-op development and employee-owned businesses.



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- FLOWS leader Elizabeth Achulo spoke about the tragedy of children growing up not knowing where food comes from, how, or without ever getting their hands dirty growing food. This would be unthinkable in her home country of South Sudan.
- Farms that could be small farm/small business incubators
- Farms that could serve as the seed of post-industrial villages
- The importance of thinking within and beyond current systems (and including actors beyond the system)

2. ⊕ **Strengthening Frontline Entrepreneurship to Build an Economy that Works for All:**

Beneath the need for affordable housing is an often less articulated need: economic development and opportunities that support residents in living in this high cost of living area. As community expert and director of the Center for Community Wealth Building, Yessica Holguin put it, “we are taught that economic inequality is normal”. She says we have all mostly gotten used to the idea and reality of massive wealth disparities, which are too often racialized (see the racial wealth gap). She offered practical practices that could lift up those who have been bearing the brunt of wealth inequality, support the workers that make our economy run, and build a local economy that works for all. She shared ideas to build local economic resilience and community cohesion. Inclusion of these ideas into the BVCP could help us imagine and build towards a new reality and stronger local economy.

Support Business Cooperatives- Yessica and her organization support the development of worker-owned cooperatives. Yessica had us imagine a Boulder where people are cared for. Where investment circles and public banking build community wealth. She invited us to imagine that workers’ cooperatives have been created and businesses can easily and ethically secure contracts from the city. Worker owned cooperatives:

- Democratize ownership and control over surplus, business practices, managerial structures, and work conditions.
- Have smaller pay gaps (between leadership & workers, between races, and between genders).
- More resilient during recessions.
- Strengthen Frontline and POC entrepreneurship: majority women and BIPOC owned.

Therefore:

- Create zoning and/or policy initiatives that support, incentivize, or mandate the creation of community wealth building systems (incentivizing work owned cooperatives, small community banks and mirco-lending, cottage industries, and support for new/1st entrepreneurs, etc.)



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- Local business preservation through cooperatives: Yessica reminded us that there are many aging local businesses that can keep their businesses locally owned by selling to the workers as a cooperative. They are the ones that know best how to run it and keep it from closing or from being sold to outside corporations or investors.

⊕ **Anchor Institutions as Assets:** Once and Future Green participated in the Motus Theater BVCP event Jan 11th. One of the key ideas we brought to that space was that our larger institutions, such as CU, Naropa, Google, and government institutions, should be fully integrated community assets, but are often very separated from the community. We are segregated and disconnected even where integration and collaboration could strengthen both. Our larger, locally-based institutions and their leadership, staff, clients and/or students, should and could be more integrated into the community and be community assets. How can we make them so?

Procurement requirements and practices: Yessica Holguin's presentation showcased the local economic strength that could be unleashed if anchor organizations such as CU, local governments (municipal, NREL, NOAA, NIST and NTIA, etc.), and corporations (Google, Ball, etc.) shifted their procurement practices to support local communities. Sourcing from local businesses, incorporating a living wage into all RFP's (Requests for Proposals) and contracts would make significant local impacts, especially if purposely supporting entrepreneurs of color as well as other Frontline businesses. How much do the aforementioned organizations spend on food alone each year? Imagine if local businesses were supplying them versus other large corporations such as Sodexo or national chains. If we don't, Yessica warns, our own resources are "used to subsidize the profits." In fact, we should uncover and assess those current subsidies to external institutions. Let's leverage and build new relationships with anchor institutions in our community.

Additional ways anchor institutions could become more integrated and become community assets from a community table:

- Students and professors change, but the city is the ever-present backbone.
- We have lots of students at CU, and we could mobilize students to be out in the community and helping vulnerable members.
- Imagine if we had a public-private partnership where the government partners with institutions to provide infrastructure.



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Office of Nighttime Economy- Stephen Bracket mentioned his work advocating for and developing an Office of Nighttime Economy with a “Night Mayor” in Denver and elsewhere. In the US, there are 20 people who are appointed to run night economies. They run the city activities between 5pm-5am.

- The way to make your nights safe is to have lots of people participating
- In other cities around the world, people aged 9-90 spend time in community at night
- Night economies improve safety intergenerationally
- Cultural and entertainment value
- Safety and support for those who live and work at night and keep the community, including essential functions going

Even if an office or staff positions are not created, there are key considerations from this idea to incorporate into the BVCP and other plans. To ask, assess, and implement interventions to support the needs of our nighttime economies and the safety of the community and workers that keep essential services going- from bartenders and service industry staff to ER and hospital staff to grocery stockers, to waste management and delivery drivers.

3. ➦ **Beyond Affordable: Spectacular, Living Buildings Aligned with our Front Range**

Environment:

We have always heard from Frontline (and pretty much all local) communities that affordable housing is a top priority- essentially an emergency for our area. Stephen Bracket reminded us, “You have to give people a sense of the possible. Give them options. You can’t just ask them what they want when they’ve never been asked before. Show them and inspire and then from that place of inspiration, then ask them to dream” In terms of housing and buildings, he said it’s important not to start out shortchanging ourselves with parameters like “affordable” or “attainable” but to envision what we really want- thriving, beautiful, sustainable, resilient, spectacular homes! – and build from there.

Mike Wird challenged us to see that most of our buildings and homes are essentially “on life support”. They are so unsustainable they must be plugged into the grid at all times and are dependent on external infrastructure for basic functioning. Why not harness our local elements and environment for more comfortable, resilient, life sustaining and beautiful homes? He inspired us to think beyond conventional architecture and building codes to “Artitecture” (from art + architecture) or “Biotecture” (from biology + architecture). We provided and heard input on affordability at the Motus event and are confident it is being explored in other input for the BVCP, so we will focus here on the sustainable, comfortable, and beautiful aspects of housing and buildings. Here are some of the principles and ideas



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Mike shared with us that we could incorporate into the BVCP for buildings and housing which could also support long term affordability. The elements of Biotope:

1. Building with natural and recycled materials– from waste to resource
2. Solar and thermal heating and cooling
3. Solar and wind power & electricity
4. Water harvesting
5. Water recycling & contained sewage treatment
6. Food production

From him, the community, and based on our experience, here are additional opportunities and responses:

- Zoning and policy initiatives that reward, incentivize and or mandate the incorporation of Biotope principles into new construction and existing built environment.
- Water catchment localized to housing, neighborhoods, schools and municipal building etc.
- “Passive” solar and geothermal design initiatives, for example south facing windows to harvest winter sun and heat
- Food/soil generation incorporated into building/landscaping designs
- Creation of an “experimental designation in zoning where new building techniques could be piloted for limited periods to test for scalability

Community responses and additions:

- Restrictive code came up, with one great comment from Carl E Lawrence via the [Boulder Reporting Lab](#) article comments section: "With respect to passive solar building, a possible starting point is the International Energy Conservation Code (IECC), which has been adopted by Boulder. The IECC ignores passive solar construction methods, forcing the architect to start from scratch and scientifically prove that the passive solar design meets the heating and cooling requirements for the occupant. This is an expensive and time-consuming process. The City needs to incorporate passive solar methods into its energy conservation code.
- Multiple pathways and types of housing opportunities: (ownership & wealth development, etc.)
- Changing language from minimal to optimal

4. ⊕ **Building an Inclusive Multicultural Community**

A more inclusive multicultural community is another constant heard from many communities across the valley. People said they want more spaces like the ones we created as part of the BVCP process– with diverse speakers, many voices, and lots of interaction in juicy and fun environments. Including events with a civic focus (like these) as well as cultural celebrations, etc.



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- **Language:** We worked to ensure the events were at least bilingual (if not trilingual or more) – from outreach, to slides, to interpretation. We had great feedback about the trilingual March event– English, Spanish and Nepali with people wanting more multilingual opportunities. We heard several times that more opportunities for multilingual spaces between immigrant and communities of color would be an innovation. Interpretation, translation, and language learning opportunities are usually not deployed between varied ESL communities, but rather to engage with English speaking communities and efforts. They suggested more gatherings like the March event where Nepali community members could meet with English and Spanish speakers (not just hub and spoke connections, but more networked).
- From Invisibilization to Retention: As mentioned in our previous report and as it came up again at the January Motus event, there is a recurring “frustration about the lack of retention of people of color in the community, especially Black people.”
- Supporting more events like the Feb. and March events as well as more cultural events.
- Addressing structural inequalities and barriers- Many of the previously mentioned key ideas could support people of color being more included as part of the larger community. As expected, persistent issues of structural inequalities with the police and judicial system also arose.
- Lack of representation in city and county staff, elected officials, and government and institutions continues to be both a barrier and a reflection of barriers. It is the result of and a cause of continued inequality. This is brought up repeatedly and on multiple levels. It is part of why deeper, more meaningful engagement is so important.
 - And not just along identity lines, but approaches and perspectives as well (nice vs angry for example)
- In a conversation with a partner at the Motus event, we discussed why People of Color would not want to stay in the area, and importantly why they would not want their children or youth to stay in the area. We have heard many discussions about the narratives about Boulder’s overall character– those that are right and wrong. Many would like to see Boulder’s character become more inclusive, welcoming, socio-economically and racially diverse.
- Education- again this was named repeatedly. Here we heard about the deep disconnection to and need for education about civics- how government functions, its timelines, departments, committees, commissions, elected positions, jurisdictions, legislation, how decisions are made, and how to engage.
- Honoring ancient wisdom and other cultural knowing

6. Supporting Community Health & Wellness



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A culture of wellness is already central to the character of Boulder. This table challenged us to think of planning in terms of mental wellbeing as well as expanding our understanding of what constitutes mental and health and how we cultivate it.

Mental Health

- Including decolonial & alternative, culturally rooted practices
- Places to gather
- Arts and culture
- Nature, outdoors, animals, and gardening for mental health

⊕ City as a Wellness Hub

- Integrating recreation with farming, building activities around harvesting and managing the food supply.
- Having a culture of being able to put time into farming even if farming isn't your vocation.
- Time in the dirt is huge for mental health.
- “Everyone who engages in the city can become well”

7. Additional Emergent & Community-led Topics

This section contains themes, proposals and questions unanticipated by us, or articulated by the community experts. Alternatively they presented novel approaches or deeper concentration on topics that were covered in this and previous sessions. Each of these tables and topics represented bright sparks that we present here as possibilities for greater equity and sustainability. If not immediately applicable they can become part of a database of possibilities for future planning.

Youth:

- Education was a major theme. “It lets you be free”.
 - Educating youth/involving them in planning and community futures from the high school level
 - Education about identity and culture
 - Centers for youth to learn about and produce music, take or offer classes, and a variety of activity
 - Learning about food
 - Free education from pre-school to PhD level
 - How to have a healthy relationship



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- Leadership development and opportunities
- No more ageism
- Age limits on government leaders and incorporating more youth voices
- Mental health support (another often repeated theme)
- Transportation support

Food Systems:

- Everything is sacred
- Center and educate kids
- Equipment libraries
- Support organizations doing this work
- Mental health programs that incorporate “time in the dirt”
- Less grass, more food
- No monocultures- grow different types of food for a stronger system
- Shared responsibilities
- Green roofs
- Food forests
- Food is a right, not a commodity
 - Sufficient and safe
- Transparency
- Animal welfare
- Chickens
- Community- people talking
- Use what we have
- Knowledge of what we put in our bodies
 - No pesticides or artificial preservatives
- People learn to cook
- Eating together (another often repeated theme)

Cooperatives and Economic Development

- Guaranteed income and Universal Basic Income- and other programs to support marginalized folks.
 - Barriers include corporate greed, racism, capitalism in society, lack of legislative know-how
 - Potential policies include using public education to test out pilot programs with good KPIs.
 - Promoting studies positive of UBI.



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- Could be funded in a variety of ways including petitioning to tax billionaires, explaining how the wealthy and capital leach off of our institutions and services.
- Some percentage should go to most vulnerable communities
- Not letting corporations buy up residential properties

Sustainability & Environmental Justice

- Clean water for San Lazaro Mobile Home Community!
- Rights of nature, including for local rivers and waterways
- Waterways that are small and dispersed throughout the city and county.
- More greenery
- More parks
- Land distribution

Embedding equity in the BVCP:

- “More spaces like this!”
- More engagement that helps shape the future
- Resources need to be invested in community capacity building
- Center Joy
- Celebrate community leadership & power
- Incubate community leadership
- Dismantle structural racism
 - Redistribute power
 - Share power
- Take action
- Accountability: allow people to participate and learn how to engage with money and power

Arts and Culture:

- Community arts programing
- More murals
- Training for youth
- Incentives for artists to stay with new imperatives and models of success
- Support existing arts and cultural spaces- like Fresh Mode Fest & Mi Chantli
- Village mindset
- Community social health
- Create community gathering space that can serve multiple community needs



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Time Equity:

- Time is our number one resource in life
- What if we built time equity into everything we did?
- What if the city had two hours of childcare inclusive date nights?
- What if we had free parking or had parking-relative vouchers?
- What would it look like for a culture to center the woman and the child?
- Reciprocity and compensation

Transportation:

- Overlap of high rents and transportation costs created difficulties accessing basic needs (groceries) or civic participation (events like the BVCP Community Dreaming)
- Public transportation is painfully inefficient and takes up all our time
 - Spend more time here than in other countries
- Accessible transportation that is more nimble than buses
- Free bussing
- Self-organized community transportation networks (via WhatsApp or Signal). We can cooperate and coordinate, solve this as a community, and not wait.
- Protect the environment

Women/Feminist Lens Table: How could Boulder in general and the BVCP in particular help create a culture that celebrates and prioritizes life? As one participant put it “women are the source of all life”, so making this shift would entail supporting women more and structurally. Right now there are barriers for those who are pregnant, recently gave birth, caregivers, families and elders, and even more so for women and caregivers of color. The conversation focused on recognition of the issues, health, caregiving, structural issues, and spirituality and contemplative practice.

- More support for people pre-and post-partum.
 - Support access to midwives and doula services for pre- and post- partum care, especially in culturally affirming ways
 - Nordic policies that support new parents⁷ were discussed, like state-issued care packages sent to new parents, allowances for grandparents to provide paid childcare, and caps on childcare costs.
- We discussed the burdens that the transportation system places on families and caregivers, especially for children, elders, and disabled family members.

⁷ See [World Economic Forum article](#)



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- Need for more spaces for spiritual practice throughout Boulder.

Borderless Boulder Table:

- Create more information resources and make existing ones more accessible
- Ensure people know about events like these and other resources and community-building opportunities
- Empower people to see their value beyond their immigration status
- Promote personal development
- Create more opportunities for various communities to connect and information can flow between them to reach more people
- Promote participation in communities
- Empathy
- Borderless Boulder– What if there were no “illegal” people?
- These are barriers around immigration and discrimination
- Connections to other communities– around the country and internationally, with authentic relationships where we can learn from each other
- While these resources might be obvious for some, it’s hard for people to even feel like they can ask for these systems or know how to access them
- Many people would have loved this space and to learn about this and other opportunities that probably don’t know about it. How do we spread the word so that everyone knows?

Conclusion:

Our community sessions revealed and illuminated. They seeded and they gathered. They educated and they challenged. We engaged Frontline community members, who because of systemic barriers and Boulder’s reputation for wealth and cultural homogeneity have been overlooked in Boulder’s governance and planning until recently. Yet these same communities hold a strategic position as revealers of the limitations, even the harm created by city planning efforts and policies. They are also often those who have the most urgent needs in our community (and therefore should be prioritized). Those on the margins often see systems in ways that those closer to the center cannot. Together with experts and visionaries from these communities we began the work of imaging and articulating not an existing Boulder, replicated into the future with a few tune ups, but a Boulder of possibility, able and agile to meet the changes of climate, culture, and technology.

Our futurist orientation gave a wide space for the collective imagination to picture the possible, but also a concrete time frame to engage the present. Through cultural brokering we brought together diverse attitudes toward decision- making and social life, creating an environment that made civic



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participation fun, enriching, and even ceremonial. Local community experts shared developments and work being done on the cutting edge of construction, design, economics, equity and food systems, stimulating us with concrete models of how design and planning can foster well-being in multiple sectors of our social lives and shared environment. Then we engaged in collective brainstorming with community members in themed break outs, placing the innovative ideas and brave imaginations in the context of the obstacles, needs, and potentials our community members experience navigating in the actual network of built environments, green spaces and institutions in our region.

Again, the chief patterns and values that emerged and seem to weave through all of our findings:

1. Move from exploitation to cooperation
 - a. Move away from commodities frameworks
2. From individualistic to communal approaches
3. Cultural diversity as an asset
4. Beyond adequate, affordable, or attainable to thriving, wellness, dreaming, & spectacular living
5. Trusting the community more- to know, have solutions, enact, partner

More concretely, our findings/takeaways synthesized from these sessions include:

- Planning and zoning for localized food systems treated as utilities rather than commodities
- Planning and zoning that incentivizes affordable housing and development integrated with our local ecosystems through Biotope principles (potential expansion of LEED and existing certifications)
- Planning and zoning that incentivizes or mandates regenerative food systems with access for new farmers, smaller land plots, and leverages farms as incubators of cottage industries
- Planning and zoning that incentivizes or mandates cooperatively owned business ventures, economic alternatives and partnerships with anchor institutions
- Planning and zoning that including renewed focus on Night Economies or 24 hr. culture and economics
- Planning and zoning that incentivizes or mandates Boulder as Wellness Hub including, incentives for families
- Planning that fosters more inclusive and multicultural communities

The vision of Targeted Universalism is that participation, and even leadership from the most marginal members of the community as we collectively address the issues they face can be the decisive system interventions so that *all* stakeholders meet broadly agreed upon goals (for example “A Boulder Future’s” goals of being “economically viable and accessible and connected”). Targeted Universalism in conjunction with Environmental Justice principles help us to consult a values-based compass before



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making lasting decisions. It asks us to consider who is burdened by and who benefits from planning decisions. Does a given decision bring us closer to ending poverty, does it build our capacities for sustainability and resilience as a community? With these as a checklist we can examine any new policy proposal and see if it moves the needle toward shared equity.

With the evaluative yardsticks of targeted universalism, Environmental Justice and the goals articulated by Frontline community members and local visionaries, our intention is to continue to work with the planning team and strike a dynamic and progressive balance between the incrementalism that often characterizes land use decisions, public policy, and navigating multiple stakeholders, with the pressing need for radical innovation brought on by climate change, demographic cultural shifts and political, economic and social free falls. We are in “postnormal⁸” times, when many of the modelling practices that have been effective for the last century can no longer accurately chart where we need to go as we deepen into this century. We need a fusion of far-seeing yet practical leadership, fresh participation from previously excluded sectors of our civic environment, and visionary social entrepreneurship. To paraphrase Al Gore’s paraphrase of an African saying “we need to go far, fast”. This planning process and our continued work together can be a model for that. Our intention is to continue in collaboration with the city and county staff to make cracks in the system, using the system, to create the conditions for a new, more equitable and resilient Boulder to arise.

With appreciation,
Michelle and Ramon Gabrielloff-Parish
Once and Future Green

⁸ See [Postnormal Times](#)

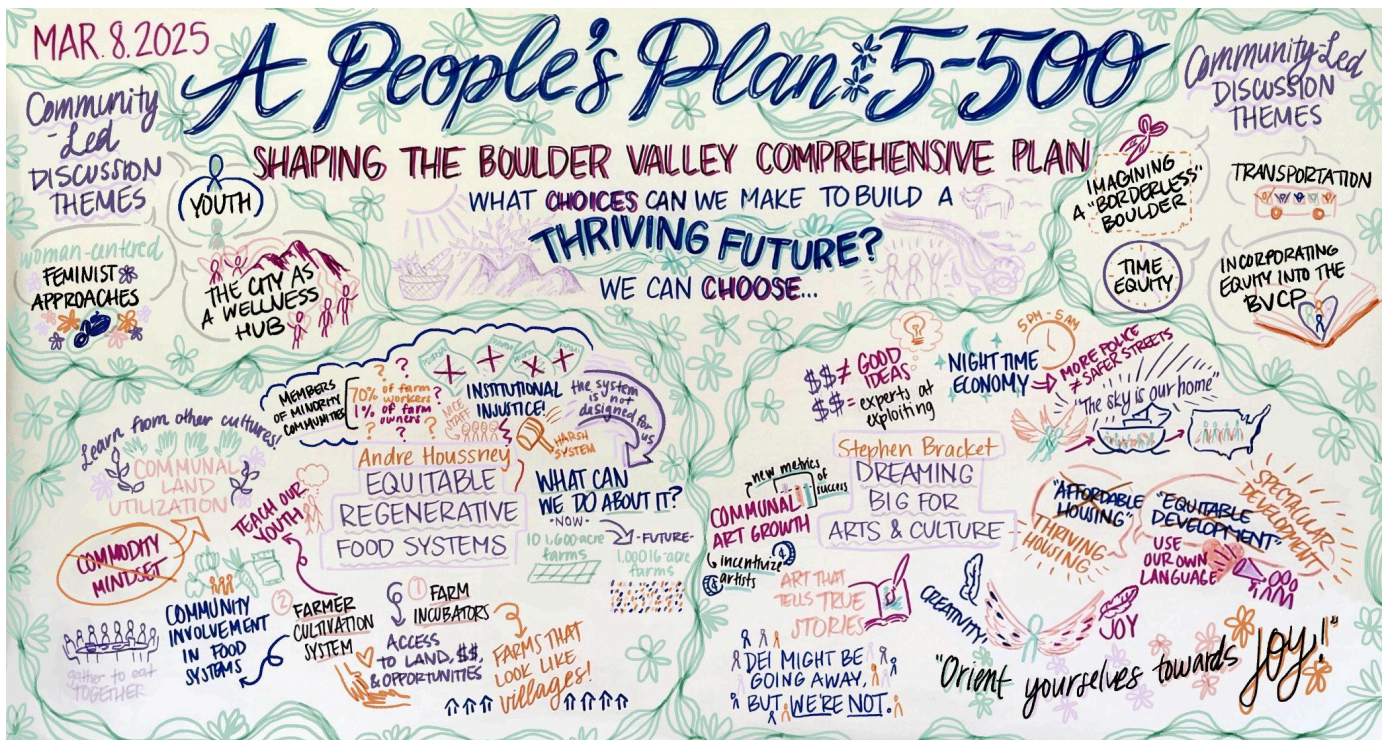
Attachment A

Community Dreaming: Towards a More Spectacular Valley

Frontline Community Findings for the BVCP

Appendix: Bios, Feedback, Additional Resources, & Credits:

Graphic Recording from Events:





Attachment A Community Dreaming: Towards a More Spectacular Valley Frontline Community Findings for the BVCP

1 Page Overview Summary:

1. [Equitable Regenerative Food Systems](#)
 - a. ⊕ Reframe food and food systems as utilities
 - b. ⊕ Paradigm shift: farming like a village & creating the conditions for equitable, regenerative food systems
 - c. Creating the conditions for equitable, regenerative food systems
2. [Strengthening Frontline Entrepreneurship to Build an Economy that Works for All](#)
 - a. Support Business Cooperatives-
 - b. ⊕ Anchor Institutions as Assets:
 - c. Procurement requirements and practices
 - d. Office of Nighttime Economy
3. [Beyond Affordable: Spectacular, Living Buildings & Homes:](#)

Incorporate the elements from Biotecture-including:

 - a. Building with natural and recycled materials– from waste to resource
 - b. Solar and thermal heating and cooling
 - c. Solar and wind power & electricity
 - d. Water harvesting
 - e. Water recycling & contained sewage treatment
 - f. Food production
4. [Building an Inclusive Multicultural Community](#)
5. [Supporting Community Health & Wellness](#)
 - a. ⊕ City as a Wellness Hub
6. [Additional Emergent and Community-Led Topics](#)
 - a. Youth
 - b. Food Systems
 - c. Cooperatives and Economic Development
 - d. Sustainability & Environmental Justice
 - e. Equity in the BVCP
 - f. Time Equity
 - g. Transportation
 - h. Women/Feminist Lens
 - i. Immigration



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Community Expert Bios:

Candi CdeBaca- Candi is a policy expert, community organizer and social worker with over 25 years of experience with grassroots organizing, community power-building and mobilizing individuals and groups. With a vast array of experience in crafting and passing legislation, founding organizations, training, curriculum development, nonprofit management, organizational culture change management, federal oversight, municipal budgeting, strategic planning, public speaking, writing, marketing & communications, and therapeutic counseling and coaching, she leads through an empowerment-based approach that elevates the most affected populations as the experts and decision-makers.

Candi is a fierce advocate for justice and a solidarity economy where housing is a human right, food is a public utility, and all utilities are consumer-owned.

Mike Wird- Certified in Earthship Biotechnology, Mike Wird teaches natural building and permaculture design in Colorado & internationally. He's an advanced permaculture designer, consultant, and teacher. Mike is also a talented music artist and artist educator. For over two decades, Mike has acted as a cultural arts ambassador, using his platform to raise awareness about social, economic, and ecological issues. From regenerative practices to community-building Mike is a trailblazer and Hip-Hop renaissance man.

Yessica Holguin- Yessica is the executive director for the Center for Community Wealth Building. She leads the organization and carries out the vision of a people-owned, inclusive, and sustainable metro Denver economy that catalyzes prosperous and resilient communities free from racism and injustice.

Yessica grew up in the Swansea neighborhood in Denver and has done grassroots community organizing with immigrant groups and low-income communities across the Denver Metro area since 2000. She has dedicated her life to empowering disenfranchised communities to break the cycle of poverty through education and entrepreneurship.

André Houssney- André is the founder of Jacob Springs Farm, a diversified, beyond organic and regenerative farm in Boulder Colorado in 2010, and is the father of Elias, Silas and Ezra. André is a first-generation immigrant born in Beirut, Lebanon during that country's civil war which lasted from 1975 to 1992. As a child, the Houssney family, escaping war, moved several times within the Middle East and Europe before finally settling in Boulder, Colorado when André was in elementary school. Along with Jacob Springs and its local farm business incubators, André also works on agricultural and business projects in the US Africa and the Middle East. His Fair-Trade businesses and co-ops like Zambzeezi create income for over 2,000 families/farmers in Zambia & the DR of Congo. He is an expert in development agriculture, regenerative grazing, and water resources.



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Stephen Bracket- From his humble beginnings of tying sheets to his ankles to try and fly, to founding multiple organizations and performing around the world, Stephen's journey has been about breaking barriers and pushing the limits of what's possible. His diverse experiences have shaped him into a passionate advocate for change, and he's dedicated his life to finding innovative solutions to some of society's most pressing problems.

Stephen is well known as an emcee of the Flobots and was previously appointed the Music Ambassador for the state of Colorado, leveraging music as a catalyst for economic growth, community cohesion, and civic participation. He has worked with the city of Denver to create an Office of Nighttime Economy, which will focus on creating a vibrant, safe, and inclusive city for all. Stephen's unique experiences have taught him the importance of collaboration, creativity, and perseverance in the face of adversity. He believes that there's always a solution to be found if we're willing to think outside the box.

Participant Feedback: The following is generally unsolicited feedback we received or came across about the events.

- “This was incredible. I’ve never been to an event like this. I’ve never been asked to share what *I* think. It’s usually people speaking and you’re just supposed to absorb what they say.” -Young queer participant (early 20s)
- “I’m leaving here with hope. This gives me hope... which is saying a lot” - Native elder
- “You all are doing important work. I usually don’t come to things like this, but this is really important, and you are doing a really good job. Keep going” -Latino elder
- “Today was one of the most hopeful days ever! You know what, it was beyond hope. It was powerful” - Pedro via Facebook
- “The FLOWS event was great. Speakers raised frustrations and inspiration. A fragment of me started wondering what it would be like to stay in CO after licensure. I stayed for the Danza Azteka [sic]and Bboy contest too. Both had great energy...” - University student of color
- “That was the most nourishing event I have been to in a long time. As a community leader and facilitator who is always in the space of leading, to simply receive and participate was such a gift. I cried many times throughout, good cries. Thank you.”
- “They built community connections and created hope. If it seems unusual to operate at the scale of centuries, remember the many world-renowned projects built over centuries or millennia, such as the Great Wall of China, Cahokia Mounds and some European cathedrals.”- Nicole Speer via newsletter



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- “Thank you to FLOWS and Once and Future Green for co-hosting a much needed community gathering to vision our future... It’s not enough to ask people what they want when they don’t know all the options!...” Taishya Adams via Facebook
- “I think it was a great atmosphere for like-minded people to share ideas about connecting communities. This is good because most people probably want to get involved but don’t know how. So this is a good way to let people know to be engaged because their voices matter. The highlight for me was hearing from the speakers about their experiences advocating and fighting for access to resources.” “Keeping on the fight even if it gets tough. The round table discussions were great, many people shared ideas on what we need to do as a collective for a better community.” -FLOWS leader Elizabeth Achulo
- “This feels like we’re actually building towards something. It’s really good. And it feels really good.”
- “I stepped in the room and knew right away this was something different. Something Michelle and Ramon created. The type of space that so many talk about or give lip service to, with diversity, and so many walks of life, and with inspiration and possibility at its core– but you actually do it.”
- “That you were able to bring together people who care about change and with that much diversity and there was no animosity, no one cancelling anyone else, no one fought, and everyone left happy?! That alone is remarkable!”

Additional Resources:

- [*Slide deck with pictures of events and preliminary findings](#)
- [KGNU’s “Pasa la Voz” show](#) 2.16.25 (in Spanish)
- [Boulder Reporting Lab](#) article
- [*The Spectrum of Community Engagement to Ownership](#)- This spectrum provides a useful map to equitable community engagement based on the premise that participation by impacted communities is “the key to closing equity gaps” and resolving various vulnerabilities.
- A Pattern Language ([Book](#))
- Imagination Manifesto ([Book](#))
- The Just Transition Framework- see our partners [Just Transition Collaborative](#) or the [Just Transition Alliance](#)

Credits & Acknowledgements:

Written by Michelle Gabrielloff-Parish & Ramon Gabrielloff-Parish of Once and Future Green.



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We owe a big THANK YOU to so many people for helping these events and report be a success!

Thanks to each and every participant, aka community leader. We are because you are.

Thanks to our dear colleagues and friends Candi CdeBaca, Mike Wird, Yessica Holguin, André Houssney, and Stephen Bracket for helping us go beyond and bringing your expertise, commitment, and inspiration.

Thanks to FLOWS and all of the team members that helped support, set up, clean up, photograph, take notes, etc., especially to Rinchen Indya Love and Gabi Galindo for making it possible, and Dominique Rowell, Tucker Horsch, Evan Barrie-Kivel, SM, Taylor Johnson, and Nat Rake, our graphic recorder.

Thanks to our interpreters and translators: Rosabelle Rice, Leticia Perez, Leticia Abajo, Tika Khansakar, Priyanka Rani and to Diana and Danayire Rocha for childcare support.

Thanks to Elder Joseph Lam for blessing us with opening and closing prayers and reminding us of the many ways resilience can look.

Thanks to Fresh Mode Fest for partnership and support, especially Mike Wird and Rachel Josephs for your vision and action, and Jill Katzenberger of Junkyard Social Club for welcoming us.

Thanks to the City of Boulder and Boulder County governments for recognizing this need, supporting and resourcing this work, and being willing to engage the task of weaving in these recommendations and approaches.

Thank you to all of the activists and community members who came before us and work alongside us dedicated to a better world, too often without the celebration, recognition, and support you deserve.

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**Appendix: Recent Community Engagement
Findings Report for the BVCP**



Recent Community Engagement Findings Report for the BVCP

Contents- Bookmarked:

1. [Introduction](#)- pg. 1
2. [Findings](#)- pg. 2-11
 - a. [Positive Building Blocks](#)
 - b. [Overarching Challenges Working with Government and Frontline Communities](#)
 - c. [Community Priorities](#)
3. [Conclusion](#)- pg. 11- 12
4. [Additional Resources](#)- pg. 13

Introduction:

Once and Future Green and FLOWS are excited and honored to support the City of Boulder and Boulder County Government take on a new expanded approach to community engagement and input for the Boulder Valley Comprehensive Plan (BVCP). Bringing “new voices” into the planning process update, especially for Frontline communities that government has not consulted with as pointedly or frequently. Substantive input from these “new” or “underrepresented” voices including people of color, immigrants, multigenerational households, single-parent households, disabled communities, LGBTQIA+ communities, affordable housing residents, working class community members, and more, will make for a more holistic and successful plan. Many of these findings may align with findings and best practices of the city’s engagement team or of previous engagement efforts.

An important component of equitable community engagement is to review and listen to what Frontline communities have already identified, prioritized, and expressed. This document supports that by providing a brief overview of key themes we identify from recent community engagement with Frontline communities, as well as based on our years of experience, expertise. We also draw on best practices drawn from the fields of Environmental Justice, permaculture design and sustainability. Some of the findings here are from recent key projects, including: 1) three People’s Plan events with Foundations for Leaders Organizing for Water and Sustainability (FLOWS), 2) community outreach and community leader convenings for recent projects with Boulder County to inform their community engagement processes and 3) Frontline-focused engagement to inform the Boulder County’s Justice40 climate and infrastructure commitments. Parts of this document pull from reports for those projects and are noted as such. Many of



the challenges and possibilities have been heard before by decision makers and do not need re-explanation. However, there are a few major categories that need elaboration. Therefore, the following includes brief bulleted items as well as more in-depth explorations of themes. *This document is far from exhaustive.* It should act as a strong starting point to help guide the City of Boulder and Boulder County in further and deeper community engagement efforts to hear from and understand disinvested communities wants, needs, and visions for a stronger Boulder Valley Comprehensive Plan and other plans into the future.

Findings:

Positive Building Blocks:

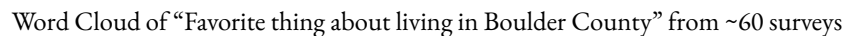
Strengths & Deep Community Commitment:

First and foremost, what we have found is that Frontline communities often have unseen strengths and help make the larger community better in a myriad of ways. We found that Frontline community leaders have a deep commitment to their communities, often providing critical community resources, needs, organization, coordination, connection, and direction. They articulate that these skills may or may not come from formal education, but need to be recognized even in more formal spaces, like government. We found that these leaders seem to persist in and balance personal needs with structural challenges and barriers. They can articulate these in ways that could support a wide variety of formal planning processes. It is important to consult with these leaders and learn more about those challenges to better design and co-design solutions.

Appreciation for the Boulder region:

We asked Frontline community members across the county what their favorite things are about living here. The most often repeated favorites are below. The first two were overwhelmingly reported:

- **Nature and access to nature including:** Views. Trails. Green space. Parks. Beauty.
- **Safety** & quiet
- Community that is generally: very aware, accepting, and progressive
- The feeling of a smaller community (vs a big city)
- Existing community diversity



Overarching challenges working with government and Frontline communities:

1. Historical Harms Leading to Mistrust in Government:

Unfortunately, government policies and protections have been unequally enacted throughout US history. They have landed disparately across different communities, especially across racial lines. This is no different in the Boulder Valley. From our “Framework for Equitable Community Engagement for Boulder County”:

3



As the Government Alliance on Race and Equity (GARE) states in their Racial Equity Toolkit, “From the inception of our country, government at the local, regional, state, and federal level has played a role in creating and maintaining racial inequity. A wide range of laws and policies were passed, including everything from who could vote, who could be a citizen, who could own property, who was property, where one could live, whose land was whose and more.”¹ Through various laws, policies, enforcement, and representation, US governments have historically protected Whiter and wealthier communities and provided them advantages.

As GARE states in their Racial Equity Toolkit, “... Due to the historical reality of the role of government in creating and maintaining racial inequities, it is not surprising that communities of color do not always have much trust in government. In addition, there is a likelihood that other barriers exist...”²

On one hand, you have government bureaucracies, processes, and policies that have historically privileged Whiter and wealthier communities and have been firmly in place long enough to have multiple bureaucracies stacked atop one another. On the other hand, you have communities that mistrust or feel ignored, belittled, or betrayed by government. They remember past harms (which may be compounded by multiple government agencies) and feel excluded from decision-making processes... not to mention many face direct accessibility, time, and language barriers.

Though current departments or staff may not be personally or directly responsible for initiating the harms experienced by historically excluded and disenfranchised communities, their engagement efforts may be impacted by them. Government staff and offices can play a large part in shifting community perceptions of and interest in working with government agencies. Learning about and understanding those specific histories can go far in cultivating good faith and make current policymaking and engagement efforts more informed and successful.

The city’s intention to engage historically disinvested communities in the BVCP process is a powerful step in the right direction. Additional recommended steps include:

- Learning more about the specific inequitable histories of Boulder’s regional planning, zoning, land use (such as the Olmstead Plan), and the related impacts that shape how Boulder looks and operates today. Knowing more about these specific legacies as well as more recent

¹ <https://www.racialequityalliance.org/viewdocument/racial-equity-toolkit-an-opportuni-2>

² Ibid



community-named obstacles will help the work of today's planners in creating a more equitable region (already underway and always in need of deepening)

- Addressing language and access barriers (underway)
- Scaling investments for engaging the most vulnerabilized, impacted, and invisibilized communities. Reaching enfranchised community members and groups that are used to giving input is often easier and more affordable. Engaging communities that have more mistrust and have suffered neglect or abuse by government will take more investment in the short to medium term, both in terms of time and financial resources.

It is important to note that we are not suggesting that an immediate goal is to work to build trust, but to act on the priorities of Frontline communities. In the long run, that is what will build trust. Trust is not an initial step, but an *outcome* of equitable practices and policies.

2. Character, Cultural, and Power Differences:

The character or culture of Boulder was named as a barrier in multiple ways– from who is heard by decision makers to what it feels like to belong or not belong in the broader Boulder community. Some of these speak strongly to historical character, cultural, and power differences. Again from our Framework for Equitable Engagement:

Brian Schaffner, researcher and co-author of *Hometown Inequality: Race, Class, and Representation in American Local Politics* found that unequal racial representation is pervasive throughout the country, including local governments. His research finds that “[W]hite, wealthy people are more likely to serve as local officials... and they make decisions that more often align with the concerns and preferences of [W]hite, wealthier residents than with those of people of color and poorer residents.” They are also “more responsive to what [W]hites and wealthier residents in the community want.”³

Additionally White and wealthier communities tend to be more familiar with government bureaucracies, practices, procedures, jargon, and the people in positions of influence (or hire those who do). These voices can inundate government agendas even despite government intentions to hear all voices. Social and business connections, similar histories and cultural practices such as mannerisms and ways of speaking can lubricate those relationships and increase their efficiency and effectiveness. It may make those voices seem louder and clearer and make it easy for policy makers and staff to give those voices more attention. This pattern can worsen inequalities for historically marginalized communities that the government is also charged with serving.

³ See article & interview: <https://now.tufts.edu/2020/10/16/local-governments-favor-white-and-wealthy>



Watch for cultural differences that may inhibit your ability to hear from historically disinvested communities. The more you can grow your capacity to hear these different voices, histories, and approaches, the more holistic and effective local policies and designs can be. Along these same lines, we heard a wish for local government staff to better understand power dynamics and differentials and practice more trauma informed approaches, which could help build city staff capacity to hear Frontline community concerns, frustrations, and ideas and might all help heal these tensions.

3. Complicated and Confusing Jurisdictions:

One challenge consistently brought forth in our meetings with community members is that the differences between various city offices (with multiple seemingly overlapping departments) and jurisdictions between multiple local governments (Boulder County, school districts, RTD, etc.) make it difficult to identify and appeal to decision makers, access resources and know if they (community members) have already engaged in an issue or, addressed it in an effective way. Many community members experience these jurisdictional and departmental differences as labyrinthine, if not explicitly obstructionist. They even state that it feels like these many government silos are “weaponized” against under-represented communities, intentionally misleading, misdirecting, frustrating or prolonging community feedback, grievances, access to services and initiatives. These are compounded by the use of jargon and acronyms that amplify the murkiness of understanding jurisdictions and decision-making processes. Many residents say it’s difficult to know what’s going on in government and how to get involved. Whether this is intentional or not on the part of local government bodies, this is the reported impact.

More clarity is needed by community members on which kinds of issues are handled by which offices and at which level of government, depending upon the location of individuals and communities within Boulder City and County. The BVCP process is a good example of this, as it is confusing to understand which communities are or are not included in a plan called “comprehensive” and that names the “Boulder Valley” but does not include all communities or residences within the Boulder Valley.

4. Deepening Understanding of Community Resistance and Lack of Engagement

All the above challenges make equitable community engagement difficult. If communities are not engaging, it is important to ask why and dig a little deeper. Many community members hold a memory of past mistakes or dropped collaborations between Frontline community members and government. Sometimes it exceeds the institutional memory of the governing bodies. There is a stated sense that initiatives (like the BVCP) begin with excitement and promises, but too often end with disappointment and incompleteness. From general mistrust and disillusionment, to historical harms, to language, jargon, and cultural differences, to different understandings about the role of government or of engagement, to



misunderstandings on what work is or has already been done by what departments or agencies, engaging Frontline communities comes with inherited challenges.

Community members report that too often research or information is collected about a particular issue and feedback is gathered but little to no action is taken. They complain that communication goes one way, often seemingly into a vacuum. Community members are frustrated when they neither see the results of their input and efforts, or hear back from governing bodies about how their feedback is used or why it was not. The communication feels incomplete, much less the completed process of ideation, action, measured impact and success. A sense of “what’s the use?” develops– a sense that community efforts will not meet with an adequate response. Worse, a suspicion that the purpose of community engagement efforts from the government is to *look* as if it is doing the right thing, without the intent of taking action. That they are being engaged to simply check a government box. Sometimes when people say they are too busy to engage, what they are really saying is they don’t want to prioritise something that ends up being a waste of their time, energy, and hopes.

Note, it is not our intention to indict government, but to simply give voice to an attitude (born of experience) that exists, and highlight what happens when communication gaps are left untended.

Community Priorities:

The following is a starting list of community priorities voiced recently, but also perennially in the Boulder community. These can begin to be integrated into considerations for the BVCP, even before we conduct our upcoming community events. Structural shifts are needed to address most of these issues. What are the ways the Boulder Valley comprehensive plan could lay in place priorities, frameworks and policies to reduce poverty, increase affordability, and or build economic opportunities, and development for the immediate and long-term future? How can impacted communities and governments work together to implement solutions outside the box? Again, this list is not exhaustive, but is a solid informative place to start.



No community input review in Boulder County would be complete without a discussion of the lack of affordability, or of adequate economic opportunity for all. Ask most Frontline communities or community leaders about our region’s needs, and you’ll get a resounding almost deafening yell: “affordable housing!”. Affordable housing is one part of an equation of affordability for our region. Below is a brief exploration of types of affordable housing and some of the other key, connected pieces of affordability for the majority of community members that may be helpful for BVCP planning:

- Affordable housing- Multiple types of affordable housing needed. From affordable rentals to affordable home ownership. We heard there should be support for both and with a wider range of affordability. What is affordable for one family may not be for another, and what is affordable in one phase of life may not be affordable in another. For homeownership, there can be various forms of support and with a wider array of deed restrictions to allow for generational wealth building. We heard frustration that many affordable homeownership opportunities' deed restrictions make it difficult for people to move out of affordable homes and into the market or to build equity and wealth.
- Due to the high cost of living, people report working multiple jobs or sharing housing to make ends meet, which erodes health, mental health, ability to participate in community events or be there for their families and children. This affects the social cohesion and well-being of the entire community.



- Displacement and lack of resources to support long-time residents who moved in or purchased when housing was more affordable and now face challenges to maintaining their homes, or face pressure to leave.
- “Cliff effect” and similar barriers to jumping to any higher economic level. The cliff effect is the well-known phenomena where people are kicked off government benefits or affordable housing when they experience an increase in their income, but not enough of an increase to make ends meet. This can also mean displacement for people in affordable housing.
- Houselessness- Another, related issue we hear resounding from not only the Frontline communities we engage, but seemingly everywhere we go in Boulder and the region, is the crisis in the increase of people dealing with homelessness. While this is a national problem stemming from multiple sources, and thus one that the city and county cannot effectively address alone, more steps need to be taken to initiate collaboration to meet this severe and pervasive issue.
- Food security- Communities are concerned with the whole community having access to food, and especially to healthy foods and vegetables.
- Economic issues and livability
- Stronger safety nets and reduction of poverty are needed
 - Support for unexpected disability is also named as a recurrent hardship and risk
 - City and other local governments are undergoing minimum wage increase- we hear support for an increase to the minimum wage and to increased pay and economic opportunities. These must be tempered, of course, with the potential for this to inadvertently increase the costs across the board.
- *Public Transportation*

Transportation is an important part of the equation for affordability, climate, and community cohesion. Many community members experience transportation as a barrier to an affordable, healthy, equitable, high quality of life. For many it is a part of the consideration of and cost of where to live. It is an essential solution for commuting to work, school, health care access, and community resources and events. Research shows that access to accessible affordable public transportation supports a sense of freedom for youth and those with disabilities. Frontline communities want more access to existing public transportation as well as an expansion of the ease of use, including frequency and locations. Additionally accessible, protective, and safe bus stops are critical for those in intergenerational households or those with disabled community members.

Racial Justice:

Issues of racial justice and other forms of social justice have been raised by Frontline communities for decades under various names (diversity, multiculturalism, gentrification, desegregation, etc.), so again, this is not an exhaustive discussion. Note: we are focusing here on racial justice, and similar work and emphasis



could be done for/with other disenfranchised identities– ability, gender identity, sexuality, incarceration history, and socio-economic class understanding there is an overlap: there are people of color with all those identities. An orientation, understanding and active engagement with racial justice is needed as a foundational backbone of any work toward designing and creating a more equitable and just Boulder. Here a few specific points that community members voice as top-most of their concerns:

- Historic exclusion of meaningful involvement for people of color in local governance and policy making.
- Erasure or invisibilization of the presence, histories, and contributions of people of color in the valley, especially Black, Indigenous, and Latino communities. Asian communities as well
- Recognition of historical harms and reparations
- Frustrations that community calls for increased awareness and action to address racism are often understood only at the level of individuals or interpersonal relationships rather than the call for institutional, systemic, and infrastructural shifts that they actually are.
- Frustration about the lack of retention of people of color in the community, especially Black people
- Gaps in the intentions and narratives of the Boulder community and policies and practices. That despite stated aspirations to be a place of inclusion and diversity, Boulder’s history of racial exclusion and segregation continue.
- Protection of immigrants, migrant support, & coordination of resources and opportunities has recently jumped in the priorities of local communities with the recent migration crisis in the region last year and the recent federal shifts with more hostile rhetoric, attitudes, and policies regarding immigration and immigrants, especially of people of color.
- Culture & belonging. Creating welcoming culture that reflects the makeup and history of the valley.
- We hear a strong wish for people of color to have the ability to engage and build on their own terms with their own cultural approaches– not having to do things the way the established and culturally dominant systems have already dictated.

Though many community members named their appreciation of the existing diversity in Boulder, many community leaders also spoke to a sense that Boulder’s character feels overwhelmingly wealthy and White, sometimes with a habit of spiritually bypassing community issues with little understanding for what the community as a whole goes through with the challenges of living here.

Climate Justice:

At the intersection of affordability, racial justice, and sustainability lie Climate Justice issues. Many of these could be their own categories or fit with others. Again, a brief list:

- Food access & healthy food- as mentioned before



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- Access to green job opportunities
- Air quality
- Resilience- we have faced many headline-grabbing disasters in the last few years. These crises come up repeatedly in speaking with Frontline community members.
 - The Marshall firestorm for example, does not seem so long ago for those who lost their home or are still dealing with the damage done to home or property. Many residents still don't have holes in their homes fixed from the damage of high winds and fallen trees, etc.
- Community health, including mental health
- Composting and recycling
- Fan drives (solutions for high heat days)
- Land access & regenerative agriculture
- Renewable energy
- Clean Water

Intergenerational Community:

Community members voiced a desire to care for and create a strong bond between generations and create a broader band of services and spaces accessible to youth and elders. Youth spoke of the need for more activities and spaces for gathering, recreation, and socializing and elders spoke of concern for younger generations.

- There was a marked concern expressed about the state of mental health of youth in the Boulder community, especially post-pandemic when many youth (and elders) were severely isolated and are still recovering.
- We heard a clear call for a community center, especially for youth not in City of Boulder proper (i.e. especially for those in unincorporated Boulder County)
 - With classes, sports, and resources for children
- Several children (and adults) named parks as both a favorite thing about the community and something they would like to see more of.

Conclusion:

This is an exciting time for an update to the Boulder Valley Comprehensive Plan, in part because of our community's commitment to sustainability and because of local government's wider call for community input with the new commitment to conscientiously hear from and engage Frontline communities. With the intention to include Frontline visions and ideas, hopefully this update is the most holistic, equitable, and innovative one yet.

This document reviews our recent findings from engagement with Frontline communities and leaders about what they would like to see in the Boulder community and beyond. Frontline communities reported a love for Boulder's natural spaces, its peace and safety, and its progressive social and political culture, even if



aspirational more than actualized. They reported sustained barriers to collaboration between Frontline communities and government including unaddressed historical harms, unrealized differentials in cultural power and practices, confusing jurisdictions and departmental responsibilities. Pressing issues included the high and ascending cost of living, lack of affordable housing and green economic opportunities, transportation needs, lack of response to racial justice issues, resilience, a need for community centers, and intergenerational support.

In addition to continuing and scaling community outreach initiatives like this one for the BVCP, there are several lessons and questions from the field of Environmental Justice we encourage planners and city staff use at this phase, throughout this process, and in their overall work. Here are a few foundational questions to keep asking to build towards more equitable decision making.⁴

- Who will benefit from planning decisions in what ways?
- Who is burdened and in what ways?
- How are environmental benefits and hazards distributed?
- Are impacted communities a meaningful part of the decision-making, especially for decisions impacting them?
- Do those with cultural, economic and social power have a disproportionate influence and representation at decision-making tables? How might their influence be brought into a balanced relationship with under-represented communities?

These foundational questions help identify and avoid harmful unintended consequences and better understand systems, practices, and policies that maintain or allow inequalities.

Frontline communities are carriers of valuable insights and initiative to address the coming changes and bring forth outlier and visionary perspectives. We must interrupt the status quo and current trends so that as we move into the future they will not continue to be negatively impacted or excluded from policy processes or community benefits. Supporting community-based organizations to design and implement the bulk of that engagement and provide input throughout the process goes above and beyond and hopefully becomes a best practice for local governments. This will make for a more holistic plan and support outside the box thinking and innovation.

We look forward to working together in partnership to support the BVCP update, engaging community members, and incorporating additional Frontline community needs and visions, protecting the environment and finding ways that the BVCP can support regional climate justice, and a healthier more vibrant local community.

⁴ Special recognition here for the work of Dr Robert Bullard. See <https://www.bullardcenter.org/> for more



Additional Resources:

- [The Spectrum of Community Engagement to Ownership](#)- This spectrum provides a useful map to equitable community engagement based on the premise that participation by impacted communities is “the key to closing equity gaps” and resolving various vulnerabilities.
- Design, When Everybody Designs: An Introduction to Design For Social Innovation by Ezio Manzini (Book)

Boulder Valley Comprehensive Plan Community Engagement Summary

Last Updated: May 2025



**A BOULDER
FUTURE**
BOULDER VALLEY COMPREHENSIVE PLAN UPDATE

Contents

p. 3	Engagement Snapshot	<i>October 2024 – April 2025</i>
p. 4	Phase 3A Engagement Summary	<i>February – April 2025</i>
p. 20	Phase 2 Engagement Summary	<i>January – February 2025</i>
p. 31	Phase 1 Engagement Summary	<i>August – December 2024</i>



**A BOULDER
FUTURE**
BOULDER VALLEY COMPREHENSIVE PLAN UPDATE

Snapshot of all engagement opportunities

Oct. 2024-April 2025 (Phases 1 - 3A)

4300+
responses

31 engagement opportunities:

2 open houses

9 pop-ups

1 roundtable

3 online feedback forms

5 community led conversations

1 feedback station (5 locations)

3 consultations with Growing Up Boulder

7 small group consultations

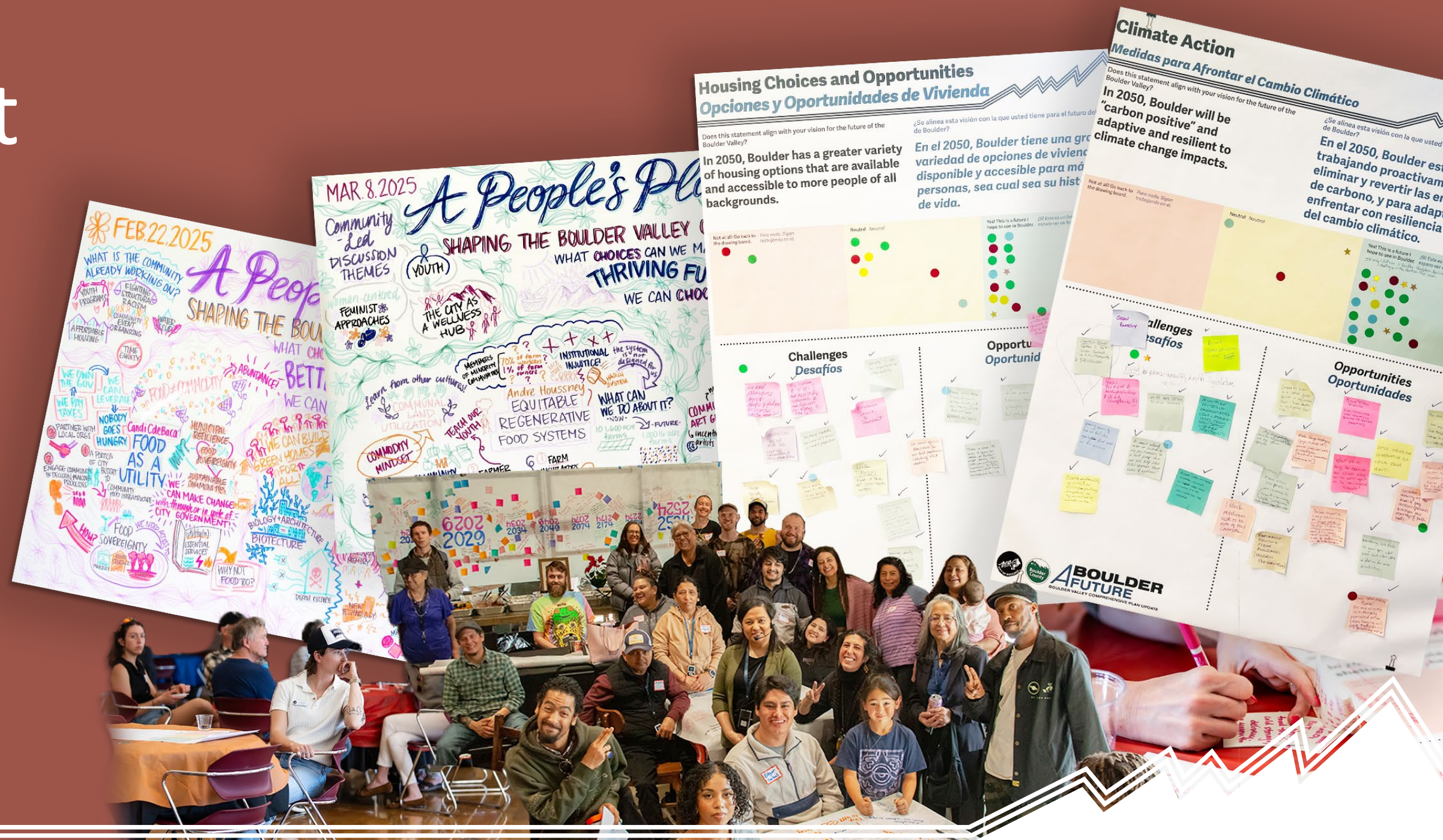


**A BOULDER
FUTURE**

BOULDER VALLEY COMPREHENSIVE PLAN UPDATE

Phase 3A Engagement Summary

February – April 2025



BOULDER
AFUTURE
BOULDER VALLEY COMPREHENSIVE PLAN UPDATE

How was Phase 3A feedback used?

Feedback received during Phase 3A was used to refine the vision and list of Focus Areas; better understand our community’s excitement and concerns about potential policy ideas; and identify equity considerations.

Purpose of Phase 3A

In Phase 3A, community members:

- Reviewed the vision
- Reviewed the Focus Areas
- Assessed different policy ideas
- Identified opportunities and barriers for each Focus Area.

Each phase is also an opportunity to bring new people into the process.

Communication & Engagement Tactics

Engagement tactics in Phase 3A emphasized the following:

- Collaboration with community partners to contact harder-to-reach populations
- Roundtable discussions on Focus Areas
- Focused consultations to narrow demographic gaps

Communication tactics used in Phase 3A included:

- Social media
- Newsletters
- Inside Boulder News
- Outreach through Community Connectors
- Outreach through county
- Press Release
- Bus ads
- Paid advertisements

What we collected in Phase 3A:

1750+ responses

12 engagement opportunities:

- | | |
|---|------------------------|
| 1 open house | 1 pop-up |
| 4 small group consultations | 1 roundtable |
| 2 community led conversations | 1 online feedback form |
| 2 consultations with Growing Up Boulder | |



The City and County are in the process of making all websites and applications more accessible. While much progress has been made, some features in this document may be inaccessible for certain people. If you would like assistance accessing this document, please contact the project email address: future@bouldercolorado.gov or call (303) 441-4124



Community Roundtable & Open House & Online Feedback Form



Attachment A

April 12 (in person)

East Boulder

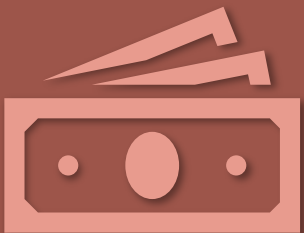


Community Center

~85 participants

April 11-23 (online)

232 respondents



Affordable Living – What we heard

Opportunities: Broad support for innovative housing, expanded local food systems and partnerships with non-profits and the private sector for service delivery, with a call to include healthcare and childcare in affordability efforts.

- **Housing ideas:** community land trusts, workforce housing, rent-to-own, limited-equity co-ops, tiny homes, protecting smaller, older homes from demolition, more city-led efforts and collaboration with CU
- **Food ideas:** emphasis on affordable, fresh and local through community gardens, food rescue and nutrition education;
- **Healthcare ideas:** pop-up clinics, mental health services
- **Childcare ideas:** essential for a livable city and increasingly scarce and expensive; need a community solution

Barriers: Limited city funding capacity; rising commercial lease costs; insufficient shelter capacity for our unhoused; gaps in early childcare services; healthcare is not provided by the city; declining state/federal funding; macroeconomic pressures; and a local culture that undervalues diversity

Divergent views: Community divided on if it's a realistic goal; and whether and how to sustainably fund ideas.

event summary

Each participant at the in-person event could choose three Focus Areas for roundtable discussions; and provide input on the remaining Focus Areas through activities in the Open House area or online.

The questions on the online form mirrored the activity at the in-person event on April 12.

This summary focuses on **Affordable Living**.

Equity considerations: The responses reveal a deep and widespread concern about the rising cost of living and growing economic inequality.

- Community members shared that less affordable living is linked to racial and economic inclusion and the ability to retain or attract a diverse population.
- Local economic interventions that prioritize inclusion and fair wages.





Community Roundtable & Open House & Online Feedback Form (Cont. 2/6)

Climate Action – What we heard

Opportunities:

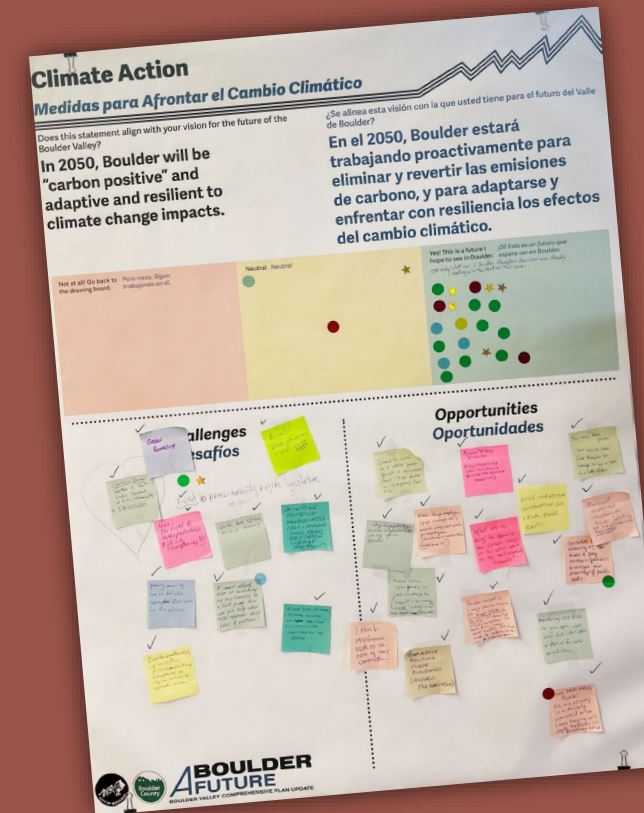
- Local control over and innovation in renewable energy
- Strengthening our wildfire and flood resilience
- Enhancing our local food system
- Building retrofits
- Better transit and integration with land use
- Biodiversity/species protection
- Preserving green space

Barriers:

- Growing population; high upfront cost of some solutions; cross-jurisdictional coordination

Main divergent view:

- Whether to strictly limit population growth or focus on more compact development for accelerated climate action



Example notes taken during discussions on April 12



A planner leading discussion on April 12

Equity considerations:

- Demand for greater involvement of vulnerable communities in climate action planning
- Focusing adaptation and support resources for our most vulnerable community members.
- Concerns about the affordability of 'green' solutions.



Community Roundtable & Open House & Online Feedback Form (Cont. 3/6)

Housing Choice & Opportunity – What we heard

Opportunities:

- Less restrictions on “missing middle” housing types
- Preserve smaller, older houses
- Community land trusts
- Workforce housing
- Adaptive reuse
- Vacancy taxes
- Strategic transit-oriented growth
- Partnership with CU



Barriers: Cost of land; weak transit system

Divergent views on:

- How to define ‘affordable’
- How much and where to grow
- Height increases
- Using some open space for housing
- Whether a more compact urban form is a sustainable development approach for boulder



Community members discussing on April 12

Equity considerations:

- Housing is out of reach for middle-income families, young professionals, essential workers and older adults on fixed incomes.
- We need measures to stabilize and increase our demographic diversity.



Community Roundtable & Open House & Online Feedback Form (Cont. 4/6)

Safety – What we heard

Opportunities:

- Expand The Vision To Include Psychosocial & Emotional Safety
- Better Lighting
- Safer Bike And Pedestrian Infrastructure, Especially Near Schools (& More Walkable Neighborhoods)
- Expanded Emergency Preparedness
- Neighborhood Level Resilience Hubs

Barriers: Increasing wildfire risk; large unhoused population in shared spaces; reckless drivers; lack of effective enforcement

Divergent views on:

- Strategies for the unhoused population
- Policing approaches
- How safety should be defined and measured



Community members wrote their ideas down during discussions on April 12

Equity considerations:

- Ensuring compassionate, non police approaches to support unhoused population
- Mental health support
- Child-friendly spaces

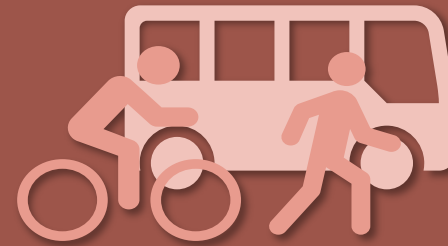


Community Roundtable & Open House & Online Feedback Form (Cont. 5/6)

Travel Options – What we heard

Opportunities:

- Improve regional connectivity
- Expand multimodal choices (bike, rail, bus), especially along existing corridors
- Small, frequent electric buses
- More EV charging stations
- Reduce car dependency for live, work, recreation
- Address accessibility for all



Barriers: Our low density impacts the viability of transit; car-free or car-light is unrealistic for many; dependence on regional institutions

Divergent views:

- Feasibility of a car-free lifestyle
- The future of parking
- Funding priorities



“Subject matter experts” from the City of Boulder and Boulder County helped lead some of the discussion tables to be available as an information resource for the topic at hand.

Equity considerations:

- Affordability
- Solutions must be inclusive of older adults, people with disabilities and workers who rely on vehicles.



Community Roundtable & Open House & Online Feedback Form (Cont. 6/6)

Attachment A



Wellness & Social Connection – What we heard

Opportunities:

- Create neighborhood gathering spaces and “third places” to encourage connection
- Offer activities and spaces that bring together people of all ages, cultures and incomes
- Expanding nature-based wellness efforts focused on health, food access, open space, and social resilience
- Make it easier to walk about bike instead of using car
- Preserve beloved places like Iris Fields

Barriers:

- Technology and housing costs driving social isolation, especially among seniors, people with disabilities, youth, neurodiverse population
- Loss of gathering spaces
- Civic engagement is often inequitable – based on availability of time, transportation and cultural relevance



There was a table dedicated to Spanish-speakers to allow everyone to be able to engage in meaningful discussion in-person on April 12

Divergent views:

- On the city/county’s role in delivering solutions vs. community-led solutions
- Mixed views on density’s impact on wellness

Equity considerations:

- Low-income people often have the least time for wellness and civic engagement– how to ensure this group benefits from policies?



Focused Consultation: Spanish speakers



Attachment A
April 16

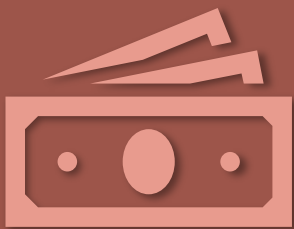


Virtual meeting
5 participants

On income & costs

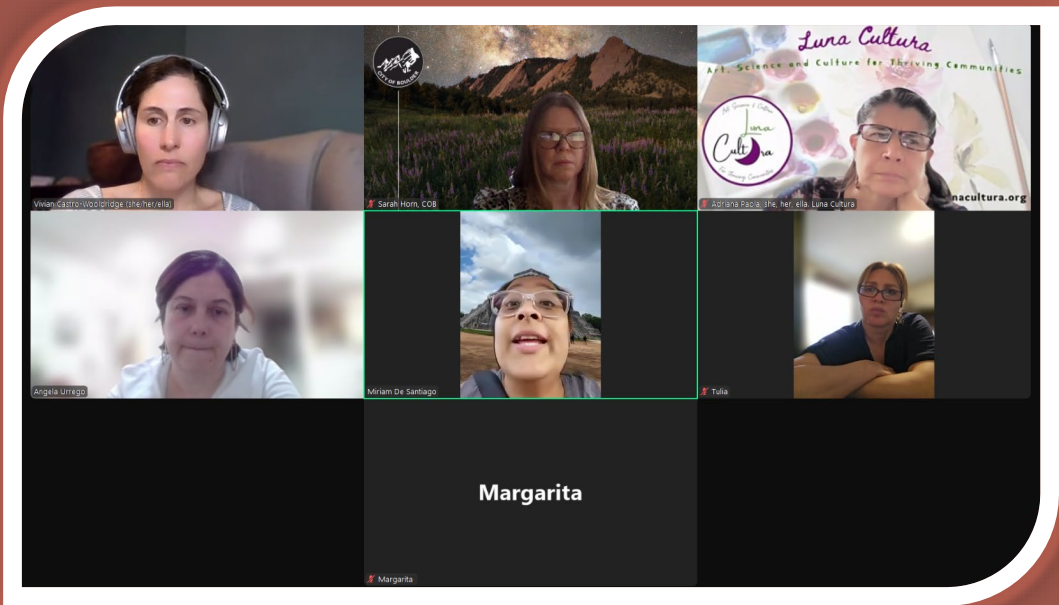
Participants highlighted that **the ECONOMY** should be added to the list of Focus Areas. Economic opportunities are central to the wellbeing of our historically excluded communities.

...and we cannot lose sight of affordability as a community – even if it’s challenging we must keep working together to ensure basic needs can be met and all people can thrive.



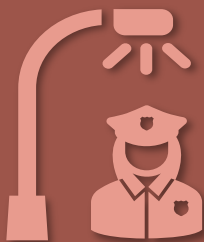
On climate

Participants highlighted that **climate impacts are felt disproportionately on the most vulnerable** – *what can we do to reduce harm?*



On safety

Safety is not only physical – it is also socio-psychological. We want everyone to feel safe and welcome in Boulder.



On wellness

Our dysfunctional healthcare system causes high levels of stress. While the city is not a healthcare provider – ***what can we do more of and better as preventive wellness measures*** to prevent illness?



event summary

- Five community members participated in the online consultation in Spanish.
- The activity and questions mirrored the in-person event on April 12.
- Participants chose to discuss: Affordable Living, Climate Action, Housing Choice & Opportunity and Safety (4 out of the 6 Focus Areas).



Community Led Conversations Once & Future Green



Attachment A
Feb. 22 & March 8



Junkyard Social Club
85 participants

event summary

Once & Future Green designed two events to provide community members with inspiration and community-based learning before asking them to brainstorm in small groups.

85 frontline community members participated in total with interpretation into Spanish (and Nepali for one event).

88% of participants on March 8 self-reported never having participated in a government process previously.

*frontline communities suffer the most from intended and unintended impacts of government policy and have benefited the least.

Themes from both events:

Horizon: We should be planning much farther than 20 years into the future

Community: Cultural diversity is an asset – *how to ensure this is part of our fabric and supported?*

Economic: Poverty is a policy choice. Need more equitable economic opportunities for Frontline communities.

Housing & quality of life: Beyond *adequate, affordable or attainable* - instead aim for *thriving, wellness, spectacular, aligned with local ecosystem*

Community mindset: Embrace and systematically support communal vs. individualistic approaches

Engagement & collaboration: Trust in the community more for knowledge and to partner in developing solutions



An artist wrote down and illustrated prominent themes discussed on large posters during both sessions



A57 Participants were encouraged to present what they discussed with everyone attending



Community Led Conversations Once & Future Green (Cont. 2/3)

Barriers and opportunities we heard by topic:

- Affordability is important – BUT we need more **entrepreneurship** and **wealth building** to sustainably thrive in this high-cost environment.
 - preserving locally owned businesses through worker owned cooperative models
 - supporting local businesses by:
 - anchor institutions (city, CU, large companies etc.) proactively contracting with BIPOC-owned businesses for catering and more

- **Food systems are linked to** wellness, the local economy and climate resilience.
 - *ensuring greater equity in farming (e.g. land access)*
 - *creating holistic local food system infrastructure*
 - *promoting more regenerative ag practices*
 - *supporting incubators at farms*

“Boulder has long been a leader in sustainability and our food system should be no exception”

event summary

Presentation topics:

1. Food as a utility
2. Biotecture
3. Inclusive economy
4. Inspired community planning: *Spectacular dreams and visioning*
5. Regenerative food systems; barriers for farmers of color



Pictured are attendees at the March 8 session.

Community Led Conversations Once & Future Green (Cont. 3/3)

Barriers and opportunities we heard by topic:



- **Buildings that support life** – through site-specific natural principles like harvesting heat, energy, water, and providing shelter and food



- **Multicultural community** – a desire for a more inclusive, welcoming, socio-economically and racially diverse community



- **Youth voice** – education as a major theme
 - *Provide spaces to learn about local government, music, food, identity and culture, leadership skills*



- **Public transportation system improvements**

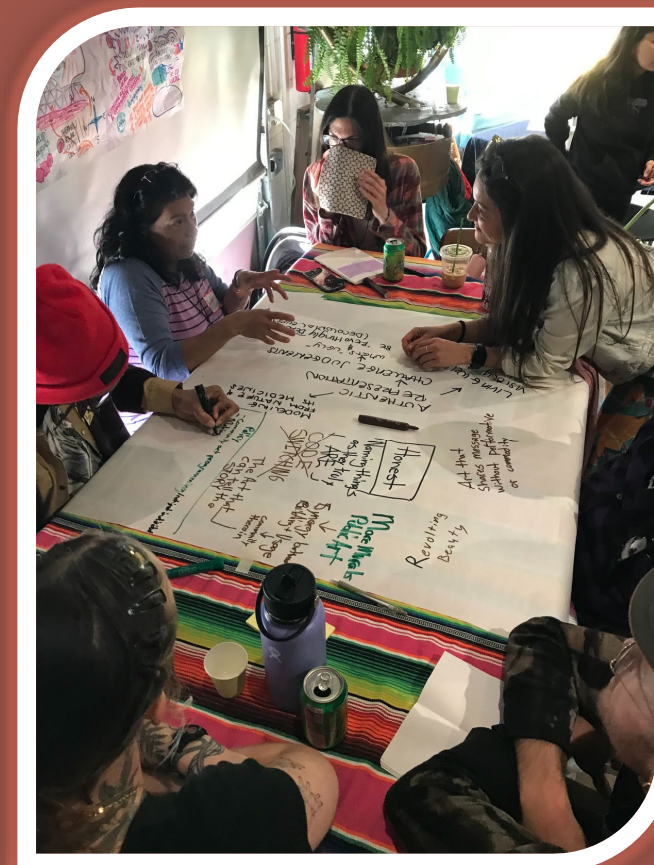
“Public transportation is painfully inefficient and takes up all our time”

A59

“Education sets you free”



Presenters attended who discussed some of the discussion themes with the entire group before the small group discussions



“frustration about the lack of retention of people of color in the community, especially Black people”

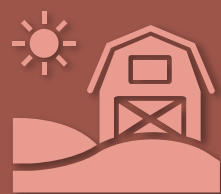
Participants had an opportunity to discuss a theme of their choice in small groups



Community Connectors-in-Residence consultation

Key takeaways:

- 1. **Yes...and. Support for the draft vision** statement and updated list of Focus Areas– but requesting that ensuing **policies be transformational and equitable - and not the status quo.**
- 2. **Our environment sustains us.** Always center the protection of our water, air and land.
- 3. **Belonging starts with antiracism socialization in schools.** Work with BVSD to better integrate impactful, antiracist teachings into the curriculum to shift the culture, which helps meet other goals—like helping people of color feel safe and even to succeed as local business owners.
- 4. **Need more holistic support for our youth.** Other forms of cooperation with BVSD are desired for youth well-being, such as for emotional regulation, taking care of our open space, job skills and more.
- 5. **More equitable access to farmlands.** More leasing opportunities for farmers from historically excluded communities.



Attachment A



April 25



Hybrid – Penfield Tate Municipal Building/online

7 participants



event summary

Community Connectors-in-Residence (CC-in-R) advise project staff at key intervals. Staff share what they’ve heard from our community and ask for additional perspectives. Connectors also help staff identify barriers and opportunities to advance equity.

On April 25 staff consulted with CC-in-R on the draft vision and list of Focus Areas; and took a deeper dive on these newly introduced Focus Areas: Food Systems; Inclusive Local Economy; and Multicultural & Multigenerational Community.

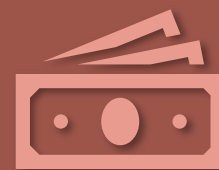
6. **Still need more equitable engagement:** Smaller populations facing highest impacts should be centered in decision making.



7. **Scale up nature-based solutions for wildfire resilience:** Lean into solutions such as rain basins, tree tending and land restoration.



8. **We need an economy that works for all.** Desire for interventions that prioritize inclusion in the local economy and help lower income community members build financial savvy, wealth and economic resilience.





Consultation - Center for People with Disabilities



Attachment A

April 19



Office of Center for People with Disabilities

9 participants

event summary

The city has begun regularly meeting with the Center for People with Disabilities and its membership. The April 19 meeting focused on the comprehensive plan update.

Staff asked the nine participants with disabilities for input on the policy directions, barriers and opportunities of a few Focus Areas.



Affordable Living

Affordable housing is not affordable. Many leave Boulder to purchase basics because of high costs here. Participants expressed that in general *affordability* is an unrealistic goal.



Housing Choice & Opportunities

Living solo is difficult; strong demand for more options to live in community.

Strong demand for adoption of accessibility standards for housing.

Travel Options & 15-min Neighborhoods

“Quality of life would be greatly improved if I could meet most of my needs in a 6-8 block area” [due to logistical challenges people with disabilities face].

More mixed-use neighborhoods with less parking would help with safely accessing needs.

Participants called for transit to be fixed if we increase our population.



Wellness & Social Connection

Requests:

- more adult day programs for people with disabilities
- more cultural events designed for communities with specific needs
- for city/county staff to be better equipped to interact with people with disabilities.

Concerns about Sundance being an ableist event.





Growing Up Boulder – Consultation with 6th Graders



Attachment A
Feb. 11-12



Boulder Country Day



For Boulder's future, participating youth were most passionate about:

Recreation & Active Space: all season access; nighttime lighting; age-specific playgrounds/activity areas

Mental Health & Wellness: Therapeutic gardens and sensory play areas; dedicated quiet spaces

Social Services: community gardens with shared produce; facilities for the unhoused; mental health & substance use support



Environmental Integration: Protecting wildlife habitats; natural landscaping; sustainable power

Community Gathering: More flexible and family-friendly gathering spaces; cafes for kids; arts and cultural spaces

Accessibility: Strong transportation links; pedestrian-friendly, universal access design



event summary

Growing Up Boulder met with 26 sixth graders at the Boulder Country Day school in Gunbarrel to talk about the comprehensive plan update. Students were asked to build and share their ideal Boulder community through *the City as Play* activity.

Growing Up Boulder is also collaborating with the project team to align the Child Friendly Cities Initiative (over 900 youth and 500 adults engaged) with the comprehensive plan.

The youth emphasized the need for **multi-functional spaces** that serve diverse community needs simultaneously.

All recommendations reflect an integrated approach **prioritizing both physical and mental well-being** while addressing crucial **social services and environmental sustainability**.





Pop-up - One Book One Boulder



Attachment A
April 24



Boulder Main Library

What do you want your policymakers to know?

“I want more transparency within the city and with community.”

“Boulder is a haven”

“Free buses regularly”

“Placemaking at distributed neighborhood hubs”

“Build more low-income housing please!”

“It’s not that there are less children – there are less children HERE”

“I used to live here but now I don’t because it’s too expensive”



event summary

The Boulder Library hosted a community event with author of See No Stranger, Valarie Kaur.

There were over 500 participants. The project team had a table to talk to attendees about the plan update, sign people up for our newsletters and gather input on two questions.

What questions should we be asking so that you feel heard in this process?

Where in Boulder do you feel safe and happy and like you belong?

How can we include both renters and homeowners in plans for the future direction of Boulder?

What is the right balance between natural space and parking/living space?

What are the best ways to share information?



Phase 2 Engagement Summary

January – February 2025



**A BOULDER
FUTURE**
BOULDER VALLEY COMPREHENSIVE PLAN UPDATE

How was Phase 1 feedback used?

Feedback received during Phase 1 identified topics that the community wants to discuss during this Comprehensive Plan update.

Purpose of Phase 2

Phase 2 engagement collected community feedback on a vision for Boulder's future and took a deeper dive into topics that the community wants the Plan to address.

Communication & Engagement Tactics

Engagement tactics in Phase 2 emphasized the following:

- Getting out into the community and meeting people where they are;
- Multiple smaller efforts, but in more locations;
- Working with community partners (including artists) to reach our historically excluded communities through culturally relatable and meaningful ways.

Communication tactics used in Phase 2 included:

- Social media
- Newsletters
- Inside Boulder News
- KGNU Radio – Pasa La Voz
- Outreach through Community Connectors
- Outreach through county
- Press Release

Attachment A What we collected in Phase 2:

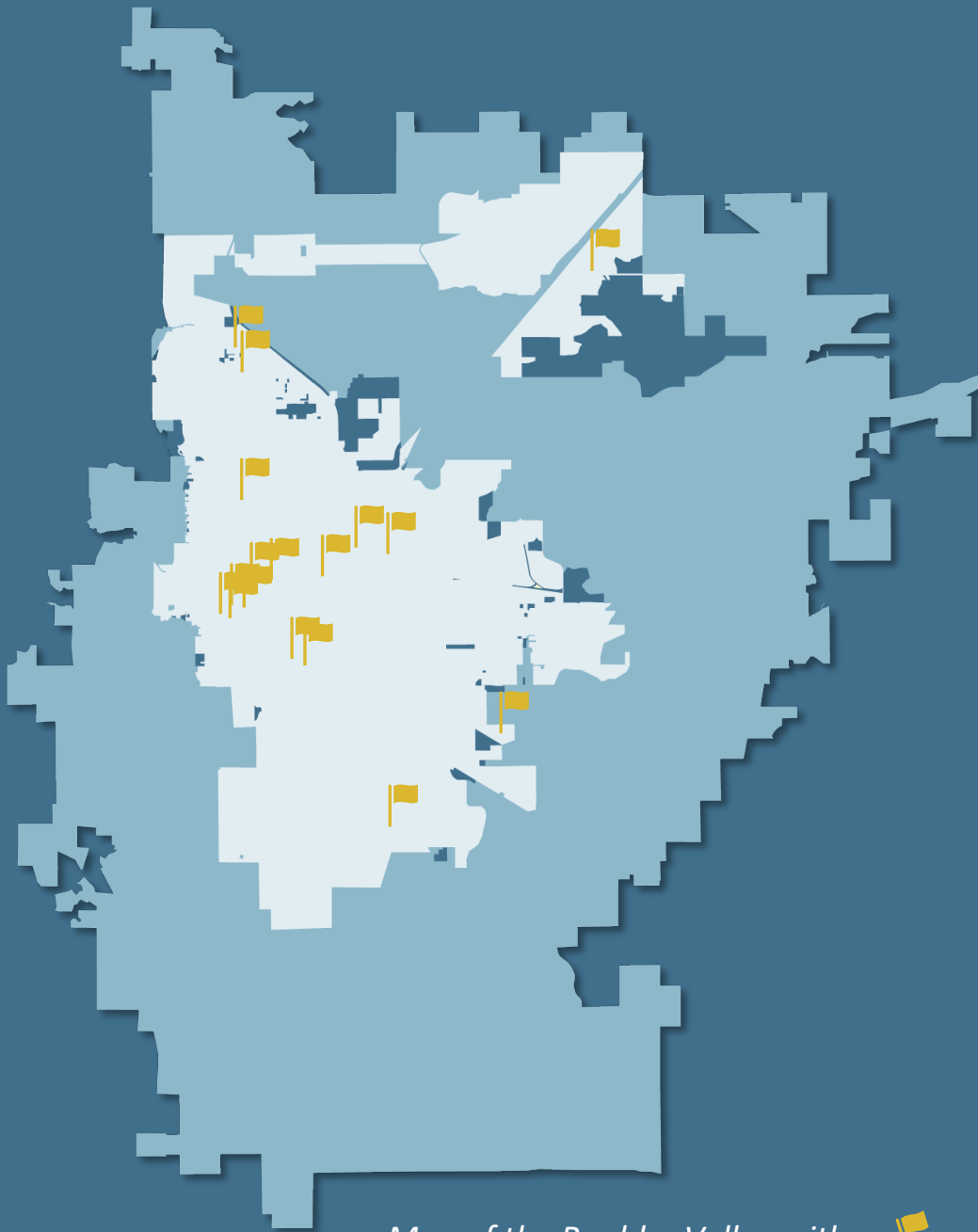
2,000+
responses

7 in-person pop-ups

6 standing pop-ups

1 online feedback form

3 community led conversations



Map of the Boulder Valley with Phase 2 engagement locations

How was Phase 2 feedback used?

The project team has updated the Community Vision Statement and identified a preliminary set of focus areas based on Phase 1 and 2 community feedback.

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Community Pop-Ups (standing)

Attachment A
Jan. 24 to Feb. 14, 2025
Various locations

Several “pop- up” boards were left at strategic locations around the Boulder Valley to provide community members the opportunity to provide their feedback. When asked to consider what the Boulder Valley needs to focus on the most over the next 20 years, respondents emphasized the following topics:



Affordable Living



Pedestrian and Bicycle Safety



Climate Action



Walkable 15-minute Neighborhoods



Arts and Culture

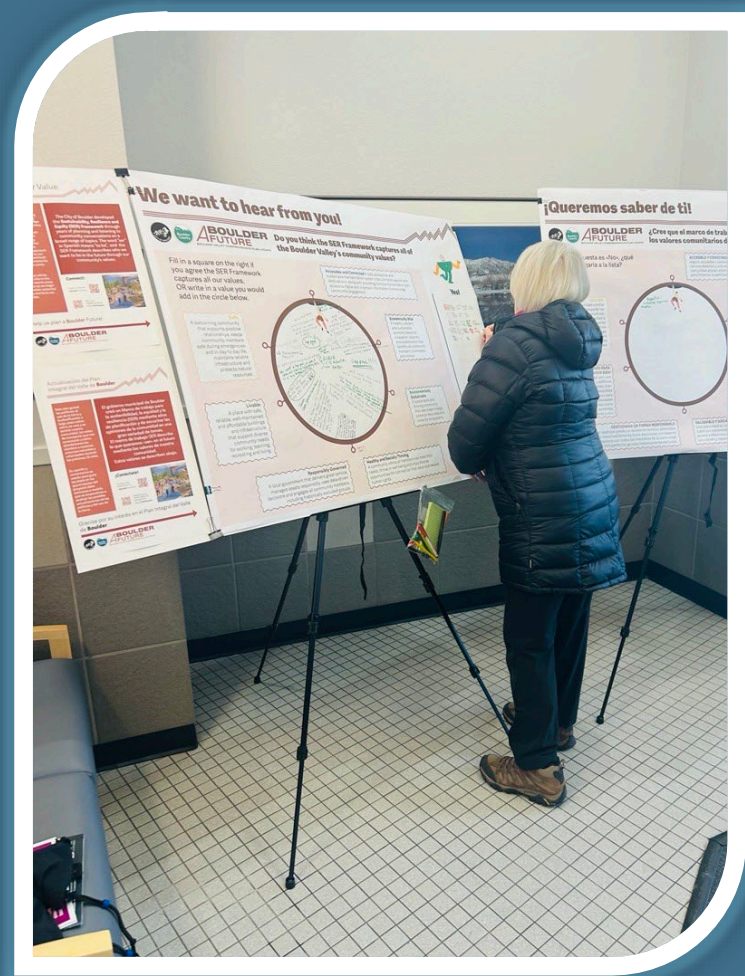


Crime and Public Safety

event summary

A series of pop-up boards were left for three weeks at the following locations:

- Age Well Center – West
- Boulder County Community Planning and Permitting
- East Boulder Community Center
- Main Library
- North Boulder Recreation Center
- South Boulder Recreation Center



A standing pop-up board at South Boulder Rec Center



A66





Community Pop-Ups (events)



Attachment A

Jan. 24 to Feb. 14, 2025



Various locations

The project team also attended several community events to provide information about the process and gather feedback. At these events, the community indicated a preference to focus on the following topics:



Affordable Living



Climate Action



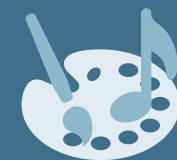
Pedestrian and Bicycle Safety



Walkable 15-minute Neighborhoods



Housing Density & Diversity



Arts and Culture

event summary

The project team attended several community led events during Phase 2 to solicit feedback.

They included:

- Age Well West
- Bike to Work Day (morning)
- Bike to Work Happy Hour
- CU Boulder - UMC
- E-Town Hall “Talk of the Town” Lecture Series
- Gunbarrel Ampersand Coffee Shop
- NoBo First Fridays

Feedback received also points to a revised vision statement that reflects LOCAL COMMITMENT to CLIMATE ACTION, HEALTHY and ACTIVE LIFESTYLES, DIVERSITY of HOUSING CHOICES, a DIVERSE and ENGAGED COMMUNITY and CONVENIENT MOBILITY OPTIONS.



A67



A pop-up event during Winter Bike to Work Day



Community Pop-Ups



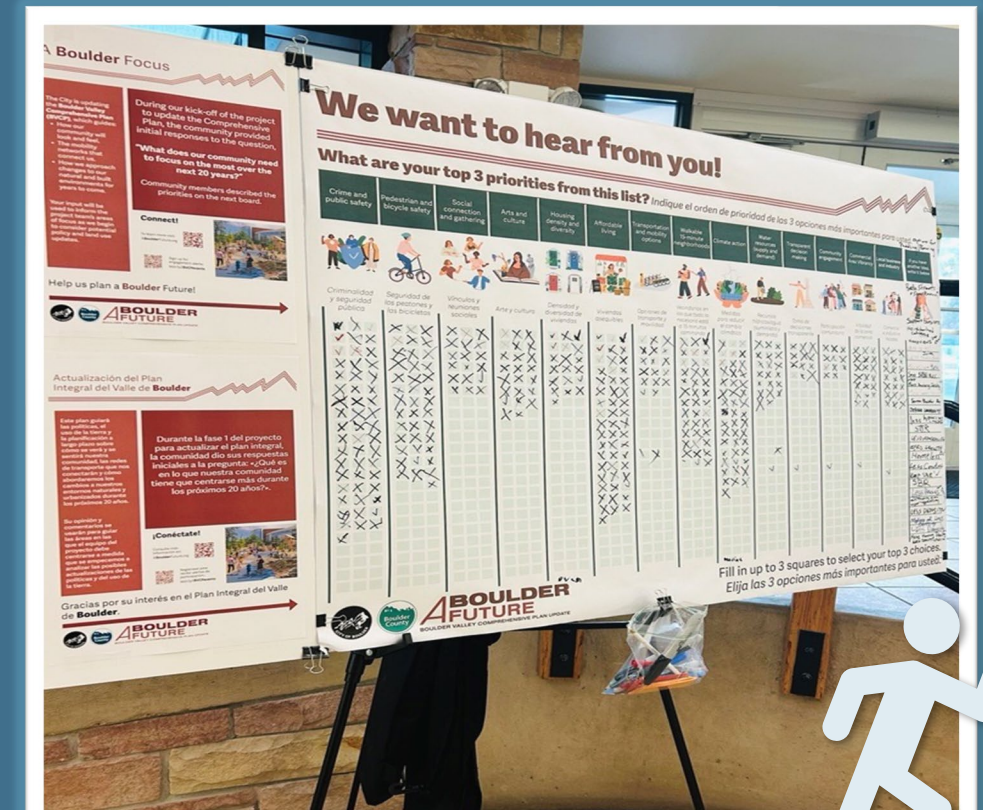
A tabling pop-up event at NoBo First Fridays art walk



Boards being filled out at a standing pop-up at the East Boulder Community Center



A pop-up event during Winter Bike to Work Day



Boards being filled out at the North Boulder Recreation Center



Online Feedback



Attachment A

Jan. 24 to Feb. 14, 2025



Project website

ONLINE RESPONDENTS indicated a preference to prioritize the following topics:



Affordable Living



Climate Action



Transportation & Mobility
Options



Walkable 15-minute
Neighborhoods



Crime and Public Safety



Water Resources

event summary

Community members could also provide their feedback online.

The online forum included the same questions that were shared on the pop-up boards.

156 responses

Feedback received online also points to a revised vision statement and is in alignment with feedback received in-person at various pop-ups and community led events. However, online responses indicate a higher preference for elements of ENVIRONMENTAL and AGRICULTURAL STEWARDSHIP to be included in the revised vision statement.

**“Prioritize clean air,
ecological diversity, and
public transit”**





Motus Theater Playback Series



Attachment A
Jan. 11 & 25, 2025
Feb. 8, 2025
Three locations
~250 participants

Community members expressed hope for meaningful change but also frustration with barriers to action. Priorities centered on AFFORDABLE LIVING, ENVIRONMENTAL STEWARDSHIP, CULTURAL REPRESENTATION & PRESERVATION and urgent needs ranging from FOOD ACCESS to CHILDCARE and CLIMATE ACTION



“Aprecio los esfuerzos y recursos de la ciudad para la traducción y la interpretación.... ya no me siento invisible.”

“I appreciate the city's efforts and resources for translation and interpretation,,, I no longer feel invisible” – translated from Spanish

event summary

Motus Theater led three community conversations highlighting the voices of historically marginalized communities and other community members attending the events.

Participants shared personal reflections and visions, which were enacted live by professional actors using movement, music and spoken word.

It was an opportunity to hear each others’ stories and have a community conversation about a 20-year vision and priorities for the plan update.



Left: Motus performers during the first Motus playback event



Right: A community member participating in the first MOTUS playback event





Motus Theater Playback Series *continued*

*A community member
participating in the final
MOTUS Playback event*

Some common themes that came out of these conversations included:

EQUITY & INCLUSION: Calls for systemic changes to address racial, economic and cultural disparities, emphasizing community-led decision-making and belonging.

AFFORDABLE HOUSING: Strong demand for policies that prevent displacement, support homeownership and foster long-term economic stability.

CLIMATE RESILIENCE: Concerns over climate change, with a focus on disaster preparedness, clean energy, and resource preservation.

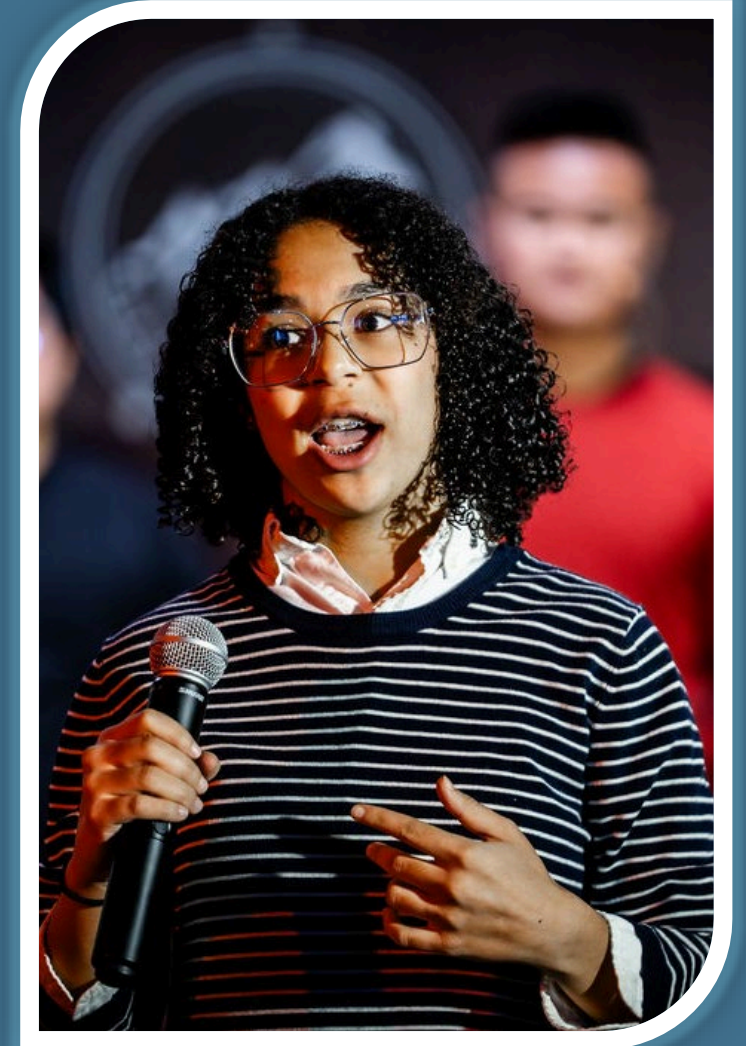
CULTURAL & COMMUNITY ASSETS: Recognition of underutilized cultural diversity, ancestral knowledge and youth leadership in community building and policy-making.

"Boulder's success is interconnected with the thriving of other communities."

"[Our community should] emphasize ancestral knowledge, cultural diversity, and the creative arts to foster inclusivity and strengthen the community."

*A community member
participating in the final
MOTUS Playback event*

A71





Community Connectors-in-Residence



Attachment A
Feb. 21, 2025



Virtual
6 participants

The group discussed issues of AFFORDABLE LIVING, missing SOCIAL CONNECTION, HOUSING & SMALL BUSINESS SUPPORT and RACIAL EQUITY, emphasizing a focus on naming and dismantling systemic racism and promoting inclusivity.

Participants called for a shift towards more human centered SAFETY and WELLNESS, a more SUSTAINABLE FOOD SYSTEM and CONCRETE POLICY CHANGES that go beyond high-level visions. There was also a push for the city to coordinate more with the Boulder Valley School District, particularly on issues around systemic racism and teaching about race.

event summary

The project team met with Community Connectors-in-Residence to provide project updates, share what we have heard from the community so far, and to seek feedback on narrowing the list of potential focus areas.

Connectors shared important feedback related to the identities and communities they area part of.





University of Colorado Boulder – Program in Environmental Design



Attachment A
Feb. 12, 2025



CU- Boulder
~30 participants

UNIVERSITY STUDENTS who participated in the workshop would like the community to focus on the following topics:



Housing Density & Diversity



Climate Action



Pedestrian and Bicycle Safety



Walkable 15-minute Neighborhoods

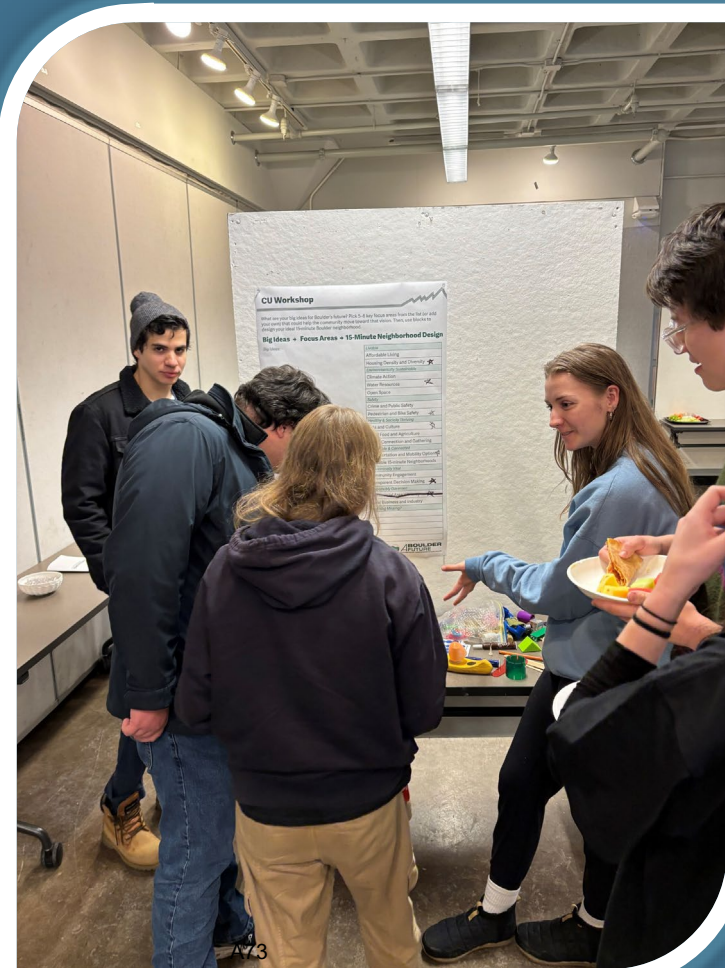


Transportation & Mobility Options



Local Food and Agriculture

“[Density is important]: student housing, multi-use buildings, commercial with local business”



CU Students discussing during a workshop

event summary

The project team hosted a workshop with students at the CU – Boulder Program in Environmental Design to solicit their feedback on which topic areas they think we should focus on most as a community over the next 20 years.

“Sustainable materials and infrastructure [need to be used more often in the future]”





University of Colorado Boulder – Program in Environmental Design *continued*

Some common themes that came out of these conversations included:



HOUSING & DENSITY: Students emphasized the need for diverse, affordable, and sustainable housing, including student housing, ADUs and missing middle housing.



MOBILITY & TRANSIT: Walkability, multi-modal mobility and improved public transit (trains, buses and transit-oriented development) were strong priorities.



SUSTAINABILITY & INFRASTRUCTURE: Suggestions included water management strategies, eco-friendly transit and energy-efficient building materials.



CU students used found objects to represent elements of a neighborhood



CU students discussing in groups at a workshop^{A74}



PUBLIC SPACE & THE ENVIRONMENT: Green spaces near housing, fire mitigation, open space access and climate-conscious urban planning (zero emissions, sustainable infrastructure) were commonly highlighted.



ECONOMIC & CULTURAL VIBRANCY: Students valued lively commercial areas supporting small and large businesses, street life and spaces for community gathering, arts and entertainment.

Phase 1 Engagement Summary

August – December 2024



**A BOULDER
FUTURE**
BOULDER VALLEY COMPREHENSIVE PLAN ^{ARTS} UPDATE

Phase 1 Purpose

The purpose of Phase 1 was to orient the community to the Comprehensive Plan update process, build excitement, communicate the importance of participating and set expectations for future engagement

Phase 1 was launched by sharing information about the process and asking questions about community priorities, social connection, big ideas, hopes and dreams for the Boulder Valley, and what our community wants to learn more about

Communication & Engagement Tactics

Two tactics were used during this phase, including:

- City-wide What's Up Boulder open house
- Community Kickoff open house and feedback form

These events were communicated via:

- Social media
- Outreach through Community Connectors-in-Residence
- Newsletters
- Inside Boulder News
- Utility bill inserts
- Posters (at city rec centers and several trailheads throughout the Boulder Valley)
- Press release
- Media Kits

The City and County are in the process of making all websites and applications more accessible. While much progress has been made, some features in this document may be inaccessible for certain people. If you would like assistance accessing this document, please contact the project email address:

future@bouldercolorado.gov or call (303) 441-4124

Who we heard from

550

People were engaged in-person and online



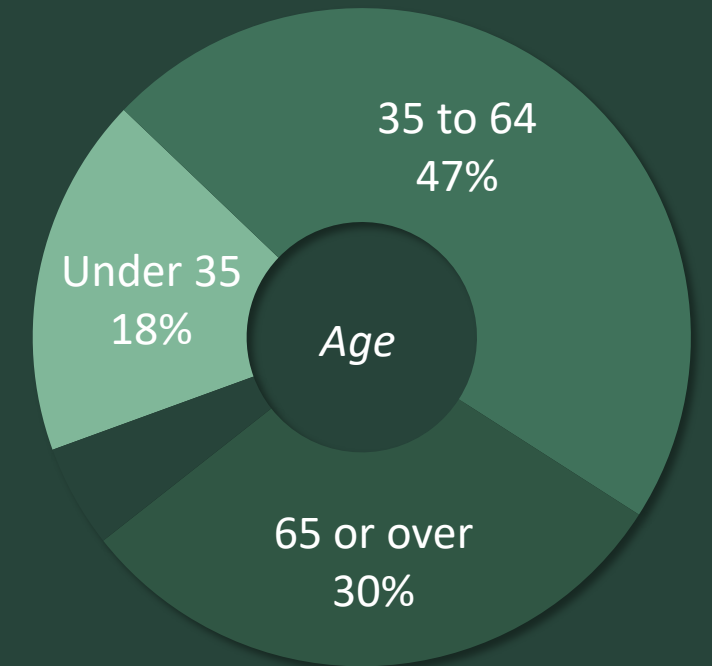
Identified as White

Identified as Hispanic or Latino

3% Identified as Asian

2% Identified as Two or more Races

1% Identified as Black or African American



How will this feedback be used?

Feedback received during Phase 1 helped identify what community members were interested in learning more about. The comments also provided early indicators to inform a revised community vision and set of focus areas for the Comprehensive Plan update

What about past recent engagement?

The project team is also considering feedback received during previous recent engagement efforts. These include several recent department plans, Community Connectors-in-Residence, the 2024 and 2025 Annual Budget, Lifelong Boulder and Growing Up Boulder's efforts across many different youth led projects over the last 10 years, including its most recent effort around the Child Friendly City Initiative (CFCI)



What's Up Boulder

Attachment A



Sept. 8, 2024



East Boulder
Community Center

~100 Participants

event summary

Community members described Boulder in three words - and learned about the BVCP and how to stay involved in the process

what we heard – 5 key takeaways

The most used words to describe Boulder Today were:

Community

Beauty

Fun

Accessible

Kind

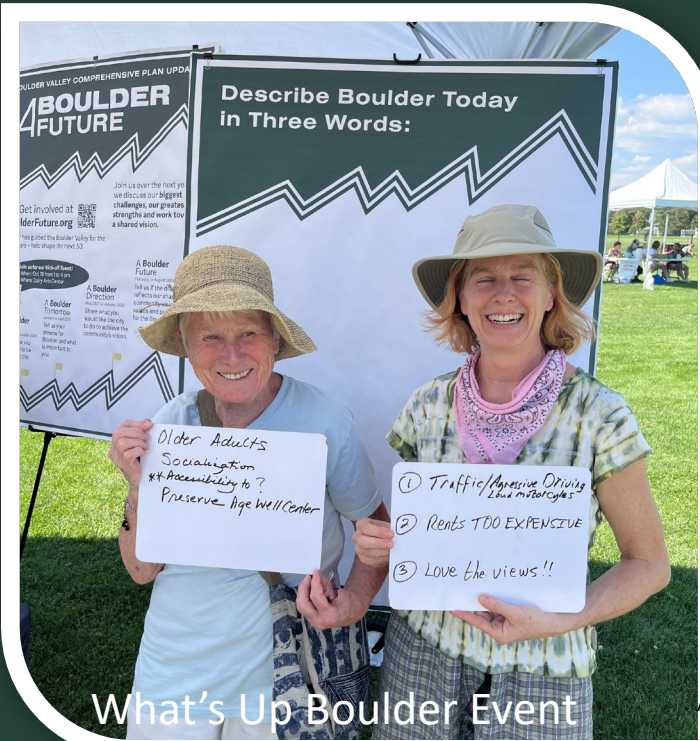
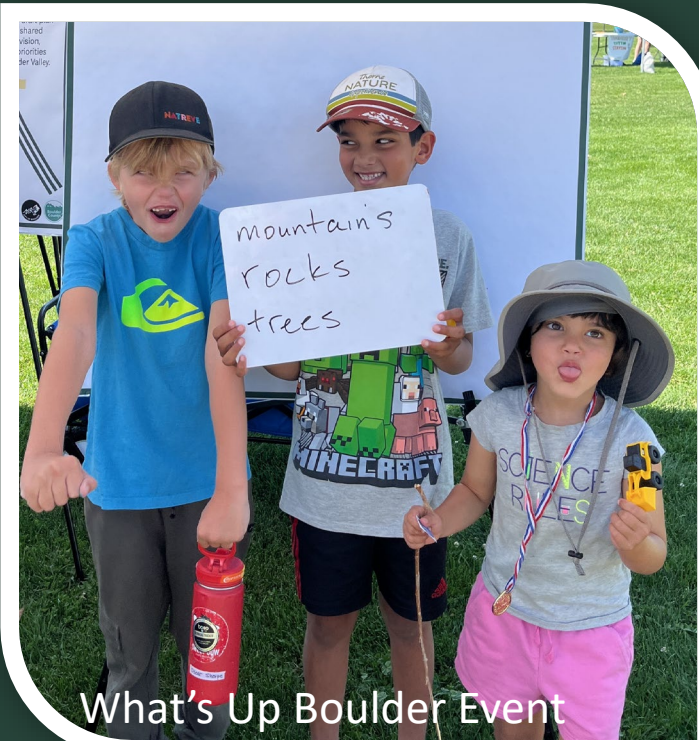
Nature

Exciting

Fitness

Safe

Energetic





Boulder Valley Comprehensive Plan Community Kick-Off & Online Feedback Form

Attachment A



October 19, 2024



Dairy Arts Center

~210 Attendees

248 online responses

what we heard – 5 key takeaways

1. Community members are prioritizing the advancement of Boulder's LIVABILITY, SUSTAINABILITY and SAFETY goals

Within these goal areas, community members feel the following topics need the most attention:

- Affordable living, including housing density and diversity
- Environmental sustainability, including climate action and water resources (supply and demand) planning
- Safety, including crime and public safety, and pedestrian and bicycle safety

event summary

The Community Kick-off Event was an open house for all community members. The event included a presentation of local demographic trends by the State Demographer and an interactive performance by Motus, a local theater group

Community members also had the opportunity to meet with project team members and provide feedback at seven stations, each focused on a different topic



Community Kickoff



Community Kickoff

Cont. to next page





Boulder Valley Comprehensive Plan Community Kick-Off & Online Questionnaire

Attachment A



Oct.19, 2024



Dairy Arts Center

event summary

The Community Kick-off Event was an open house for all community members. The event included a presentation of local demographic trends by the State Demographer and an interactive performance by MOTUS, a local theater group

Community members also had the opportunity to meet with project team members and provide feedback at seven stations, each focused on a different topic

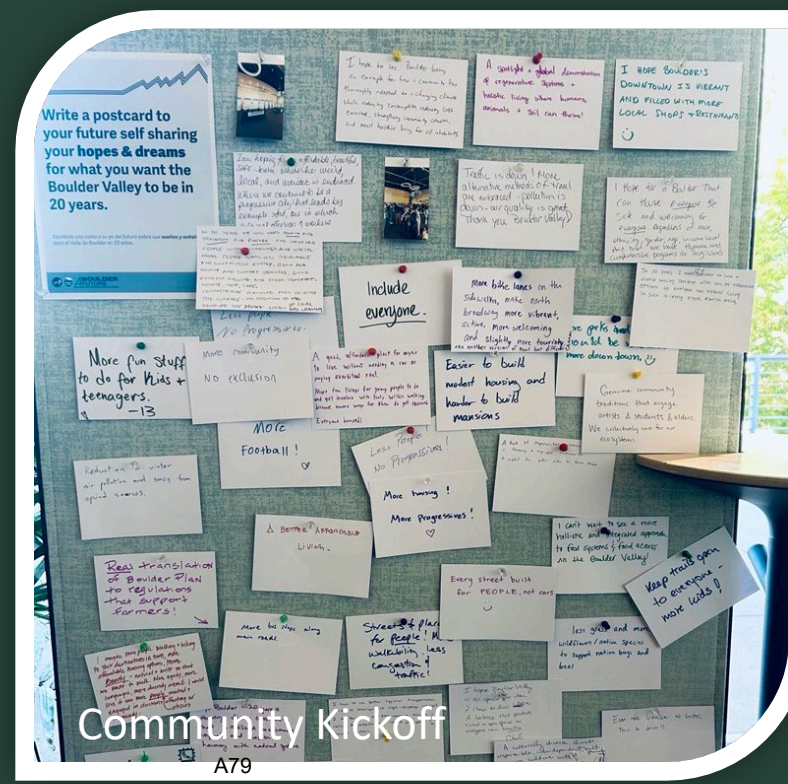
what we heard – 5 key takeaways

1. When envisioning the future of Boulder, community members have described a place that acts as a model for ENVIRONMENTAL SUSTAINABILITY, and a DIVERSE COMMUNITY OF PEOPLE who have ACCESS TO HOMES, SERVICES and opportunities to make SOCIAL CONNECTION with others

The community wrote passionately about Boulder serving the greater nation (and world!) as a place that demonstrates adaptation to a changing climate and care for the natural world. Additionally, many described a future where they were part of a diverse community; could live affordably no matter their age, with access to quality homes, food and transportation; and have the opportunity make friendly connections with neighbors



Community Kickoff



Community Kickoff

A79

Cont. to next page





Boulder Valley Comprehensive Plan Community Kick-Off & Online Questionnaire

Attachment A



Oct. 19, 2024



Dairy Arts Center

what we heard – 5 key takeaways

3. When community members were asked to offer a “Big Idea” for Boulder’s future, participants dug in on some of Boulder’s greatest challenges – particularly AFFORDABLE HOUSING, DIVERSITY and INCLUSIVITY, COMMUNITY CONNECTION and CLIMATE CHANGE

Here are a few interesting ideas from community members:



Community Kickoff

“Add an “information environment” element to the BVCP alongside built and natural environments. Emphasize importance of technology for emergency management and comms. Open data for transparency.”

“Work with older adults who would like to work. Small single senior housing.”

“Connect CU, the Hill and Downtown by moving Broadway underground and creating a walkable and bikeable space on the surface.”

“Programs to help young single mothers navigate and exit poverty. I would love to help in creating this effort to create a community where we pair mentors with families in need.”



Boulder Valley Comprehensive Plan Community Kick-Off & Online Questionnaire

Attachment A



Oct. 19, 2024



Dairy Arts Center

what we heard – 5 key takeaways

4. Community open spaces and trails remain highly valued assets as community space

When asked about ‘finding community’ within Boulder, community members indicated that OPEN SPACE and TRAILS were the top location to connect with others. Other important places for experiencing connection include FOOD & DRINK establishments, PARKS and HEALTH and FITNESS CENTERS

5. Many community members would like to understand more about Boulder’s potential for growth

When community members were asked “What else would you like to know about Boulder Today?” many of the responses described interest in understanding if and how the Boulder Valley could and/ or should grow in the future. Community members want a greater understanding of the capacity of infrastructure to support growing populations and how change in policy surrounding growth could impact the community and its valued quality of life



MOTUS Theater at the Community Kickoff



Community Kickoff



Community Connectors-in-Residence (CC-in-R)

Attachment A



Dec. 6, 2024



Virtual meeting

5 Participants

what we heard – 5 key takeaways

CC-in-R shared great ideas for promoting engagement opportunities – e.g. through BVSD communication channels, Clinica Family Health and more

CC-in-R suggested that the BVCP team collect data from our local organizations serving under resourced communities for a more complete picture of our community today

CC-in-R expressed a desire to have ongoing, in-depth consultations throughout the process with the BVCP team

event summary

BVCP team had a first consultation with Community Connectors-in-Residence (CC-in-R) with these goals:

- provide an overview of the BVCP update process,
- gather ideas on how best to promote engagement events to diverse communities
- seek CC-in-R feedback on how they want to be engaged in this process



CURRENT BVCP POLICY (INTERGOVERNMENTAL COOPERATION & GROWTH MGMT)			
Policy #	Topic Area	Policy Heading	Policy Text
1.01	Intergovernmental Cooperation	Regional & Statewide Cooperation	Many of the problems and opportunities faced by Boulder and other jurisdictions, particularly providing affordable housing, addressing the jobs-housing imbalance, creating a healthy economy, improving regional transportation, protecting the environment, managing open space, delivering human services and managing growth can only be dealt with effectively through regional or statewide cooperation and solutions. Therefore, the city and county will actively pursue cooperative planning opportunities, intergovernmental agreements, broader information exchange and communication, collaborative initiatives and closer cooperation with each other and with other entities in the region and state. This may include other cities, counties, unincorporated communities, the University of Colorado, the school districts, regional organizations and other policymaking bodies. These entities will be encouraged to identify and address issues of shared concern for which a multi-jurisdictional perspective can best achieve mutually beneficial solutions.
1.02		Policy Assessment	The city and county will assess and be responsive to the external effects of their policies on other entities and jurisdictions. Consequences and tradeoffs will be considered before making decisions on them.
1.03		Collaboration in Service Delivery	The city and county will support consolidation and collaboration among service providers to reduce duplication of efforts, maximize economic and resource efficiencies and provide the public with reliable and equitable levels of service.
1.04		Compliance with Land Use Regulations	With regard to public facilities owned and operated in the other’s jurisdiction, the city and county will respect and abide by existing land use regulations insofar as being reasonably practicable.
1.05		Coordination with University of Colorado	With three campus locations in Boulder and serving over 30,000 students, the university is integrated into the city’s fabric and benefits the community socially, economically and culturally. The city will aim to coordinate with the university and engage with the community to exchange information and plan for future uses and activities on the Main campus, East Campus, CU South and Williams Village area, especially where changes may affect surrounding areas or have regional implications. The city will address regional implications by seeking input, advice or partnerships from other governmental entities, including RTD, CDOT and Boulder County. The city aims to work with CU cooperatively to address critical needs of flood safety, student and workforce housing, and transportation and other infrastructure. Intergovernmental agreements between the agencies can provide clarity about roles and responsibilities on such issues of mutual concern, building on collaborative planning processes and guiding principles. In its negotiations of an annexation agreement for CU South, the city will use the guiding principles as shown in Ch V. Subcommunity and Area Planning, CU South Boulder Campus.
1.06	Intergovernmental Cooperation	Consultation with Federally Recognized American Indian Tribes	<p>In the pursuit of shared responsibility and of promoting knowledge about American Indian Tribes, unifying communities, combating prejudice and discrimination against Indigenous Peoples, the city supports actions that encourage understanding and appreciation of Indigenous Peoples, their traditions, culture and our shared history in these ancestral lands known as Boulder Valley. The city has long-standing government-to- government relationships and agreements with a number of federally recognized American Indian Tribes. The city respects Tribal sovereignty and self-determination and follows federal and state consultation guidelines. The city follows a formal government-to- government consultation process to receive input on important topics from Tribal Nations including: •Supporting American Indian Tribes’ connections to their ancestral homelands; •Encouraging understanding and appreciation of Indigenous People, their traditions, culture and our shared history in the Boulder Valley;</p> <p>•Protecting areas of religious and cultural significance and establishing procedures to notify Tribal Nations of cultural resources discovered;</p> <p>•Providing opportunities for ceremonial practices;</p> <p>•Helping fulfill the city’s Indigenous People’s Day Resolution, which requires the city to correct omissions of the Native American presence in public places, resources and cultural programming; and</p> <p>•Advising on land acquisition and land management efforts.</p> <p>The city recognizes that meaningful engagement with Tribal Nations needs to also happen at a regional level, and that the city is committed to partnering and participating with other local governments on this regional approach.</p>
1.07	Growth Management	City's Role in Managing Growth & Development	In order to achieve community goals and policies, the city will develop and implement urban design and growth management tools that control the scale, location, type, intensity and timing of new development and redevelopment. Where appropriate, the county will work with the city in developing and implementing growth management tools.
1.08	Growth Management	Adapting to Limits on Physical Expansion	As the community expands to its planned physical boundaries, the city and county will increasingly emphasize preservation and enhancement of the physical, social and economic assets of the community. Cooperative efforts and resources will be focused on maintaining and improving the quality of life within defined physical boundaries, with only limited expansion of the city.
1.09	Growth Management	Growth Projections	In order to ensure that past and projected growth impacts can be better mitigated or avoided, the city will develop projections for population and employment for twenty-five years into the future. Projections will be used to evaluate long-term trends, analyze problems and opportunities that could occur during this period, project long-term infrastructure needs and coordinate Boulder Valley growth projections with regional and county-wide projections.
1.10	Growth Management	Growth Requirements	The overall effect of urban growth must add significant value to the community, improving quality of life. The city will require development and redevelopment to provide significant community benefits, achieve sustainability goals for urban form and maintain or improve environmental quality as a precondition for further housing and community growth.
1.11	Growth Management	Jobs: Housing Balance	Boulder is a major employment center, with more jobs than housing for people who work here. This has resulted in both positive and negative impacts, including economic prosperity, significant in-commuting and high demand on existing housing. The city will continue to be a major employment center and will seek opportunities to improve the balance of jobs and housing while maintaining a healthy economy. This will be accomplished by encouraging new housing and mixed-use neighborhoods in areas close to where people work, encouraging transit- oriented development in appropriate locations, preserving service commercial uses, converting commercial and industrial uses to residential uses in appropriate locations, improving regional transportation alternatives and mitigating the impacts of traffic congestion.

Attachment B

1.12	Growth Management	Enhanced Community Benefit	For land use or zoning district changes that result in increases in the density or intensity of development beyond what is permitted by the underlying zoning or for added height that increases intensity, the city will develop regulations and incentives so that the new development provides benefits to the community beyond those otherwise required by the underlying zoning. Any incentives are intended to address the community economic, social and environmental objectives of the comprehensive plan. Community objectives include without limitation affordable housing, affordable commercial space, spaces for the arts, community gathering space, public art, land for parks, open space, environmental protection or restoration, outdoor spaces and other identified social needs and services. Community objectives also may be identified through other planning or policymaking efforts of the city.
1.13	Framework for Annexation & Urban Service Provision	Definition of Comprehensive Planning Areas I, II, III	<p>The Boulder Valley Planning Area is divided into three major areas:</p> <p>♣Area I is the area within the City of Boulder that has adequate urban facilities and services and is expected to continue to accommodate urban development.</p> <p>♣Area II is the area now under county jurisdiction where annexation to the city can be considered consistent with Policies 1.08 Adapting to Limits on Physical Expansion 1.10 Growth Requirements and 1.17 Annexation. New urban development may only occur coincident with the availability of adequate facilities and services. Master plans project the provision of services to this area within the planning period.</p> <p>♣Area III is the remaining area in the Boulder Valley, generally under county jurisdiction. Area III is divided into the Area III-Rural Preservation Area, where the city and county intend to preserve existing rural land uses and character and the Area III-Planning Reserve Area, where the city and county intend to maintain the option of future Service Area expansion.</p>
1.14	Framework for Annexation & Urban Service Provision	Preclusion of New Incorporated Places	The city and county will oppose the establishment of new incorporated communities within the Boulder Valley.
1.15	Framework for Annexation & Urban Service Provision	Definition of New Urban Development	<p>It is intended that ‘new urban development’, including development within the city, not occur until and unless adequate urban facilities and services are available to serve the development as set out in Chapter VII Urban Service Criteria and Standards. ‘New urban development’ is defined to include:</p> <p>aAll new residential, commercial and industrial development and redevelopment within the city; or</p> <p>bAny proposed development within Area II (subject to a county discretionary review process before the Board of County Commissioners) that the county determines exceeds the land use projections and/or is inconsistent with maps or policies of the Boulder Valley Comprehensive Plan in effect at that time.</p>
1.16	Framework for Annexation & Urban Service Provision	Over-Intensive Rural Development	The Area III-Rural Preservation Area is that portion of Area III where rural land uses and character are to be maintained and preserved. A variety of land use activities are permitted by county zoning pursuant to examination through one or more of the review processes enumerated in the Boulder County Land Use Code. A preliminary analysis may conclude that an otherwise permitted land use proposal would have an impact of urban intensity and thus be considered an over-intensive rural development. Criteria to be examined in making an over- intensive determination may include, but are not limited to, traffic, structure size, number of users, hours of operation, outside lighting, water needs and wastewater flows, impacts extending outside of the property boundaries, compatibility with surrounding land uses and the availability or lack of other more appropriate sites for the proposed activity. Any application for a land use that triggers an over-intensive rural development analysis will be referred to the City of Boulder for comment.
1.17	Framework for Annexation & Urban Service Provision	Annexation	<p>The policies in regard to annexation to be pursued by the city are:</p> <p>aAnnexation will be required before adequate facilities and services are furnished.</p> <p>bThe city will actively pursue annexation of county enclaves, substantially developed properties along the western boundary below the Blue Line and other substantially developed Area II properties. County enclave means an unincorporated area of land entirely contained within the outer boundary of the city. Terms of annexation will be based on the amount of development potential as described in (c), (d) and (e) of this policy. Applications made to the county for development of enclaves and Area II lands in lieu of annexation will be referred to the city for review and comment. The county will attach great weight to the city’s response and may require that the landowner conform to one or more of the city’s development standards so that any future annexation into the city will be consistent and compatible with the city’s requirements.</p> <p>cIn 2016, the city adopted Ordinance 8311 which changed the location of the Blue Line. This change to the Blue Line was intended to clarify the location of the Blue Line and permit water service to existing development in the area, while reinforcing the protection of the foothill’s open space and mountain backdrop. Both entire properties which and properties where the developed portions (1) are located in Area II and (2) were moved east of the Blue Line in 2016 shall be considered substantially developed and no additional dwelling units may be added. No water services shall be provided to development west of the Blue Line.</p> <p>d. Annexation of existing substantially developed areas will be offered in a manner and on terms and conditions that respect existing lifestyles and densities. The city will expect these areas to be brought to city standards only where necessary to protect the health and safety of the residents of the subject area or of the city. The city, in developing annexation plans of reasonable cost, may phase new facilities and services. The county, which now has jurisdiction over these areas, will be a supportive partner with the city in annexation efforts to the extent the county supports the terms and conditions being proposed.</p> <p>eIn order to reduce the negative impacts of new development in the Boulder Valley, the city will annex Area II land with significant development or redevelopment potential only if the annexation provides a special opportunity or benefit to the city. For annexation consideration, emphasis will be given to the benefits achieved from the creation of permanently affordable housing. Provision of the following may also be considered a special opportunity or benefit: receiving sites for transferable development rights (TDRs), reduction of future employment projections, land and/or facilities for public purposes over and above that required by the city’s land use regulations, environmental preservation or other amenities determined by the city to be a special opportunity or benefit. Parcels that are proposed for annexation that are already developed and which are seeking no greater density or building size would not be required to assume and provide that same level of community benefit as vacant parcels unless and until such time as an application for greater development is submitted.</p> <p>fAnnexation of substantially developed properties that allow for some additional residential units or commercial square footage will be required to demonstrate community benefit commensurate with their impacts. Further, annexations that resolve an issue of public health without creating additional development impacts should be encouraged.</p> <p>gThere will be no annexation of areas outside the boundaries of the Boulder Valley Planning Area, with the possible exception of annexation of acquired open space.</p> <p>h. Publicly owned property located in Area III, and intended to remain in Area III, may be annexed to the city if the property requires less than a full range of urban services or requires inclusion under city jurisdiction for health, welfare and safety reasons.</p> <p>i.The Gunbarrel Subcommunity is unique because the majority of residents live in the unincorporated area and because of the shared jurisdiction for planning and service provision among the county, city, Gunbarrel Public Improvement District and other special districts. Although interest in voluntary annexation has been limited, the city and county continue to support the eventual annexation of Gunbarrel. If resident interest in annexation does occur in the future, the city and county will negotiate new terms of annexation with the residents.</p>
1.18	Framework for Annexation & Urban Service Provision	Assimilation of Special District Facilities & Services	Where the provider(s) of the facilities and services is (are) other than the city, the county and the city will take all reasonable and legal steps to facilitate assimilation of facilities and services by the city upon annexation.

Attachment B

1.19	Framework for Annexation & Urban Service Provision	Provision of Urban Services in the Boulder Valley	The city is an adequate provider of facilities and services. These facilities and services will continue to be supplied to Area I. The city will make them available to Area II within the planning period pursuant to the city’s annexation policies and Capital Improvements Program. The city and county intend that new urban development not occur until adequate urban facilities and services are available to serve the development. The county’s experience indicates that the provision of the full range of urban facilities and services by a municipality is preferable to provision of urban facilities and services by special districts and private groups in part because municipalities have politically accountable leadership, general police power and the ability to coordinate provision of adequate urban facilities and services. Therefore, it is hereby presumed that adequate facilities and services can be provided only by the City of Boulder. The city will extend, furnish or provide such services at such time as it can provide them all as provided under paragraph 1.19(a) on the following page and the Urban Service Criteria and Standards in Chapter VII of this plan. However, it is not the intent to preclude the development and use of alternative facilities and service systems for new urban development so long as they are adequate as provided under paragraph 1.19(b) and the Urban Service Criteria and Standards section of this plan.
1.20	Framework for Annexation & Urban Service Provision	Definition of Adequate Urban Facilities & Services	<p>a.The city provides adequate facilities and services for new urban residential, commercial and industrial development within the planning area. Adequate facilities and services for:</p> <p>iAll developments include: public water, public sewer, stormwater and flood management, urban fire protection and emergency medical care, urban police protection and urban transportation (e.g., streets, sidewalks, multiuse paths); and</p> <p>a. Residential development also includes developed urban parks and schools.</p> <p>b.The availability and adequacy of urban facilities and services as set forth in subparagraph a) above will be determined based upon the Urban Service Criteria and Standards section of this plan.</p> <p>c.In order to make efficient use of existing infrastructure and investment, new development and redevelopment will be located in areas where adequate public services and facilities presently exist or are planned to be provided under the city’s Capital Improvements Program (CIP).</p> <p>d.Due to size, location and other unique requirements, some city facilities that do not require the full range of urban services will be located in Areas II and III. Extending a limited range of urban services to such city facilities is appropriate when extension is consistent with the Boulder Valley Comprehensive Plan or otherwise necessary for the city to provide another urban facility and service to Area I.</p>
1.21	Framework for Annexation & Urban Service Provision	Phased Extension of Urban Services/ Capital Improvements Program	<p>a.The city and county agree that extensions, furnishing, or provision of less than adequate facilities and services for new urban development would be injurious to public health, safety and welfare because it would seriously impair the county’s efforts to implement the Boulder Valley Comprehensive Plan through reasonable land use and development regulations in the unincorporated areas of the county.</p> <p>b.The county requests that the city accompany any extension of facilities and services to urban development outside the boundaries of the city with concurrent annexation to the city of the land served. The city agrees not to extend or furnish facilities and services to new urban development outside the boundaries of the city without annexing to the city the land to be served, except as indicated in Policy 1.28 Out-of-City Utility Service.</p> <p>c.The city and county recognize that certain properties within the Boulder Valley have filed for subdivision approval with Boulder County prior to June 13, 1977, the date on which the county approved amendments to its subdivision regulations that require compatibility of applicants for subdivision approval with the Boulder Valley Comprehensive Plan and have previously been granted water and sewer by the city. The development of these particular properties may be permitted to occur without a full range of urban facilities and services, provided that such development is otherwise in accordance with the comprehensive plan and existing Boulder County land use regulations at the time of submission of the application.</p> <p>d.The city will use the Capital Improvements Program (CIP) process, within the framework of a responsible budget of balanced revenues and expenditures, to plan for the funding of an adequate range of urban services and facilities within Area I and Area II as annexation occurs during the planning period. The CIP is a tool to direct the location and timing of growth by coordinating and targeting public capital expenditures.</p>
1.22	Framework for Annexation & Urban Service Provision	Channeling Development to Areas with Adequate Infrastructure	In order to protect and use past investments in capital improvements, new development and redevelopment will be located in areas where adequate public services and facilities presently exist or are planned to be provided under the city’s CIP.
1.23	Framework for Annexation & Urban Service Provision	Growth to Pay Fair Share of New Facility Costs	Since the public cost of annexation and developing several areas concurrently could prove excessive, the city will limit said cost to those which can reasonably be accommodated within the CIP and are compatible with anticipated revenue. When permitting additional development or redevelopment, the city will consider whether public facilities and services are adequate to reasonably maintain current levels of service or service standards given the impacts of such additional development or committed funding sources for such adequate facilities are sufficient to ensure their provision in a timely fashion. Growth will be expected to pay its own way with the requirement that new development pay the cost of providing needed facilities and an equitable share of services, including affordable housing, and mitigate negative impacts such as those to the transportation system.
1.24	Framework for Annexation & Urban Service Provision	Adjacency of Open Space/Utility Impacts	The city and county will consider the impacts of open space management and utility installation on abutting property.
1.25	Framework for Annexation & Urban Service Provision	Multi-Purpose Use of Public Lands	Multi-purpose use of public lands, facilities and personnel services will be emphasized. However, in consideration of potential use of parks and open space lands, only activities consistent with the original intent of acquisition will be considered.
1.26	Utilities	Consistency of Utility Extensions with Comprehensive Plan	The installation and extension of all utilities will be consistent with the provisions of the Boulder Valley Comprehensive Plan and with the responsibilities of the respective utility providers.
1.27	Utilities	Efficient Extension of Utilities	Nothing within the Boulder Valley Comprehensive Plan will prohibit the city from denying the provision of utility services to any property within the Boulder Valley for utility-related reasons.
1.28	Utilities	Utility Provision to Implement Community Goals	The city will consider the importance of the other objectives of the Boulder Valley Comprehensive Plan in the planning and operation of the water, wastewater, stormwater and flood management utilities. These other objectives include resilience, in-stream flow maintenance, floodplain preservation and flood management, enhancement of recreational opportunities, water quality management, preservation of natural ecosystems, open space and irrigated agricultural land and implementation of desired timing and location of growth patterns.
1.29	Utilities	Out-of-City Utility Service	<p>In furtherance of Policies 2.01, 2.02, 2.03, 1.25, 1.26, 1.27 and notwithstanding Policy 1.20, the city and county agree that it is appropriate for the city to:</p> <p>aDecline support for utility provision in Area III and Area II when its provision would defeat Boulder Valley Comprehensive Plan goals;</p> <p>bExtend limited utility service in Area III and Area II in circumstances that further Boulder Valley Comprehensive Plan goals; and</p> <p>cEvaluate opportunities for cooperation with other utility service providers, in concert with the county, to further comprehensive plan goals.</p>

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CURRENT BVCP POLICY (BUILT ENVIRONMENT)			
Policy #	Topic Area	Policy Heading	Policy Text
2.01	Community Identity & Land Use Pattern	Unique Community Identity	The unique community identity and sense of place that is enjoyed by residents of the Boulder Valley and characterized by the community’s setting and history will be respected by policy decision-makers.
2.02	Community Identity & Land Use Pattern	Physical Separation of Communities	The city and county will strive to maintain and enhance an open land buffer that separates development in the Boulder Valley from surrounding communities and contributes to distinct community identities.
2.03	Community Identity & Land Use Pattern	Compact Development Pattern	The city and county will, by implementing the comprehensive plan (as guided by the Land Use Designation Map and Planning Areas I, II, III Map), ensure that development will take place in an orderly fashion, take advantage of existing urban services, and avoid, insofar as possible, patterns of leapfrog, noncontiguous, scattered development within the Boulder Valley. The city prefers redevelopment and infill as compared to development in an expanded Service Area to prevent urban sprawl and create a compact community.
2.04	Community Identity & Land Use Pattern	Open Space Preservation	The city and county will permanently preserve lands with open space values by purchasing or accepting donations of fee simple interests, conservation easements or development rights and other measures as appropriate and financially feasible. Open space values include use of land for urban shaping and preservation of natural areas, environmental and cultural resources, critical ecosystems, water resources, agricultural land, scenic vistas and land for passive recreational use.
2.05	Community Identity & Land Use Pattern	Design of Community Edges & Entryways	Well-defined edges and entryways for the city are important because they support an understanding and appreciation of the city’s image, emphasize and preserve its natural setting and create a clear sense of arrival and departure. Natural features are most effective as edges, but public open land, major roadways, gathering spaces, public art or heavy tree planting can also function as community edges. As new areas are developed, a defined community edge will be a design priority. Major entryways into the Boulder Valley will be identified, protected and enhanced.
2.06	Lands Preservation	Preservation of Rural Areas & Amenities	The city and county will attempt to preserve existing rural land use and character in and adjacent to the Boulder Valley where environmentally sensitive areas, hazard areas, agriculturally significant lands, vistas, significant historic resources and established rural residential areas exist. A clear boundary between urban and rural areas at the periphery of the city will be maintained, where possible. Existing tools and programs for rural preservation will be strengthened and new tools and programs will be put in place.

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2.07	Lands Preservation	Delineation of Rural Lands	<p>Area III consists of the rural lands in the Boulder Valley outside of the Boulder Service Area. The Boulder Service Area includes urban lands in the city and lands planned for future annexation and urban service provision. Within Area III, land is placed within one of two classifications: the Area III-Rural Preservation Area or the Area III-Planning Reserve Area. The boundaries of these two areas are shown on the Area III-Rural Preservation Area and Planning Area I, II, III Map. The more specific Area III land use designations on the Boulder Valley Comprehensive Plan map indicate the type of non-urban land use that is desired as well as recognize those county developments that have or can still develop at other than rural densities and uses. The Area III-Rural Preservation Area is intended to show the desired long-term rural land use. The Area III-Planning Reserve Area is an interim classification until it is decided whether or not this land should be placed in the Area III-Rural Preservation Area or in the Service Area.</p> <p>a) Area III Rural Preservation Area: The Area III-Rural Preservation Area is that portion of Area III where rural land uses and character will be preserved through existing and new rural land use preservation techniques, and no new urban development will be allowed during the planning period. Rural land uses to be preserved to the greatest possible extent include: rural town sites (Eldorado Springs, Marshall and Valmont); existing county rural residential subdivisions (primarily along Eldorado Springs Drive, on Davidson Mesa west of Louisville, adjacent to Gunbarrel, and in proximity to Boulder Reservoir); city and county acquired open space and parkland; sensitive environmental areas and hazard areas that are unsuitable for urban development; significant agricultural lands; and lands that are unsuitable for urban development because of a high cost of extending urban services or scattered locations, which are not conducive to maintaining a compact community.</p> <p>b) Area III Planning Reserve Area: The Area III-Planning Reserve Area is that portion of Area III with rural land uses where the city intends to maintain the option of limited Service Area expansion. The location and characteristics of this land make it potentially suitable for new urban development based on the apparent lack of sensitive environmental areas, hazard areas, significant agricultural lands, the feasibility of efficient urban service extension and contiguity to the existing Service Area which maintains a compact community.</p>
2.08	Lands Preservation	Rural Density Transfer	<p>The city and county will jointly determine criteria and areas for Transfer of Development Rights (TDRs) within or in proximity to the Boulder Valley, in order to secure conservation easements on valuable rural lands from which density may be transferred and shift those rural residential densities to appropriate urban settings where the negative impacts of growth can be better mitigated or avoided.</p>
2.09	Neighborhoods	Neighborhoods as Building Blocks	<p>The city and county will foster the role of neighborhoods to establish community character, provide services needed on a day-to-day basis, foster community interaction and plan for urban design and amenities. All neighborhoods in the city, whether residential areas, business districts, or mixed land use areas, should offer unique physical elements of neighborhood character and identity, such as distinctive development patterns or architecture; historic or cultural resources; amenities such as views, open space, creeks, irrigation ditches and varied topography; and distinctive community facilities and commercial centers that have a range of services and that are nearby and walkable.</p>

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2.10	Neighborhoods	Preservation & Support for Residential Neighborhoods	The city will work with neighborhoods to protect and enhance neighborhood character and livability and preserve the relative affordability of existing housing stock. The city will also work with neighborhoods to identify areas for additional housing, libraries, recreation centers, parks, open space or small retail uses that could be integrated into and supportive of neighborhoods. The city will seek appropriate building scale and compatible character in new development or redevelopment, appropriately sized and sensitively designed streets and desired public facilities and mixed commercial uses. The city will also encourage neighborhood schools and safe routes to school.
2.11	Neighborhoods	Accessory Units	Consistent with existing neighborhood character, accessory units (e.g., granny flats, alley houses, accessory dwelling units (ADUs) and owner’s accessory units (OAU)s) will be encouraged by the city to increase workforce and long-term rental housing options in single- family residential neighborhoods. Regulations developed to implement this policy will address potential cumulative negative impacts on the neighborhood. Accessory units will be reviewed based on the characteristics of the lot, including size, configuration, parking availability, privacy and alley access.
2.12	Neighborhoods	Preservation of Existing Residential Uses	The city will encourage the preservation or replacement in-kind of existing, legally established residential uses in non-residential zones. Non- residential conversions in residential zoning districts will be discouraged, except where there is a clear benefit or service to the neighborhood.
2.13	Neighborhoods	Protection of Residential Neighborhoods Adjacent to Non-Residential Zones	The city and county will take appropriate actions to ensure that the character and livability of established residential neighborhoods will not be undermined by spill-over impacts from adjacent regional or community business zones or by incremental expansion of business activities into residential areas. The city and county will protect residential neighborhoods from intrusion of non-residential uses by protecting edges and regulating the impacts of these uses on neighborhoods.
2.14	Neighborhoods	Mix of Complementary Land Uses	The city and county will strongly encourage, consistent with other land use policies, a variety of land uses in new developments. In existing neighborhoods, a mix of land use types, housing sizes and lot sizes may be possible if properly mitigated and respectful of neighborhood character. Wherever land uses are mixed, careful design will be required to ensure compatibility, accessibility and appropriate transitions between land uses that vary in intensity and scale.
2.15	Neighborhoods	Compatibility of Adjacent Land Uses	To avoid or minimize noise and visual conflicts between adjacent land uses that vary widely in use, intensity or other characteristics, the city will use tools such as interface zones, transitional areas, site and building design and cascading gradients of density in the design of subareas and zoning districts. With redevelopment, the transitional area should be within the zone of more intense use.

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2.16	Locations for Mixed Use	Mixed Use & Higher-Density Development	The city will encourage well-designed mixed- use and higher-density development that incorporates a substantial amount of affordable housing in appropriate locations, including in some commercial centers and industrial areas and in proximity to multimodal corridors and transit centers. The city will provide incentives and remove regulatory barriers to encourage mixed- use development where and when appropriate. This could include public-private partnerships for planning, design or development, new zoning districts, and the review and revision of floor area ratio, open space and parking requirements.
2.17	Locations for Mixed Use	Variety of Centers	The city and county support a variety of regional and neighborhood centers where people congregate for a variety of activities such as working, shopping, going to school or day care, accessing human services and recreating. Some centers should be located within walking distance of neighborhoods and business areas and designed to be compatible with surrounding land uses and intensity and the context and character of neighborhoods and business areas. Regional centers should serve a larger role and be located near transit. Good multimodal connections to and from centers and accessibility for people of all ages and abilities will be encouraged.
2.18	Locations for Mixed Use	Boulder Valley Regional Center & 28th Street	The city will preserve and enhance the BVRC as a high-intensity regional commercial center while encouraging the addition of a variety of housing types. With its co-location of retail, daily amenities, transportation amenities and housing, the BVRC should provide the opportunity for exemplary walkable neighborhoods. Mixed-use development should exemplify the components of the sustainable urban form definition and include a mix of amenities and activities, including cultural and recreational. The city will pursue regulatory changes to increase housing capacity and reduce the current non-residential capacity in the BVRC while maintaining retail potential. This will be accomplished through analysis to balance the needs of redevelopment in certain areas with strategies that minimize business displacement and with ongoing community outreach. The guiding principles noted after Figure 3-4 will apply to development in the BVRC and along 28th Street north of BVRC (from Spruce Street to Iris Avenue) on properties with a Regional or General Business land use designation. The city will study adjacent areas during the Land Use Code update.
2.19	Locations for Mixed Use	Neighborhood Centers	Neighborhood centers often contain the economic, social and cultural opportunities that allow neighborhoods to thrive and for people to come together. The city will encourage neighborhood centers to provide pedestrian-friendly and welcoming environments with a mix of land uses. The city acknowledges and respects the diversity of character and needs of its neighborhood centers and will pursue area planning efforts to support evolution of these centers to become mixed-use places and strive to accomplish the guiding principles noted below.

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2.20	Locations for Mixed Use	Role of the Central Area	<p>Boulder’s Central Area will continue as the regional service center of the Boulder Valley for office, retail, financial, governmental, civic, cultural and university activities. As such, it will remain the primary activity center and focal point of the Boulder Valley. The Central Area includes distinct, interrelated centers such as the Downtown Business District, Civic Area, University Hill and Boulder Valley Regional Center. It also includes the University of Colorado Main Campus and Canyon Boulevard Cultural Corridor. A variety of land uses surround the centers and complete streets and multimodal transportation alternatives provide direct connections between them.</p> <p>The Central Broadway Corridor Design Framework (“Framework”) focuses on the five key activity centers along the central stretch of Broadway (University Hill/CU, the Civic Area, Downtown, the Alpine-Balsam site and Boulder County’s Broadway and Iris site). With a focus on physical form and character, systems, community experiences and services and some housing, the Framework identifies opportunities to strengthen existing assets and opportunities to fill gaps and address challenges along the corridor and in the centers.</p>
2.21	Locations for Mixed Use	Light Industrial Areas	<p>The city supports its light industrial areas, which contain a variety of uses, including technical offices, research and light manufacturing. The city will preserve existing industrial areas as places for industry and innovation and will pursue regulatory changes to better allow for housing and retail infill. The city will encourage redevelopment and infill to contribute to placemaking and better achieve sustainable urban form as defined in this chapter. Housing should occur in a logical pattern and in proximity to existing and planned amenities, including retail services and transit. Analysis will guide appropriate places for housing infill within areas zoned Industrial General (IG) (not those zoned for manufacturing or service uses) that minimize the potential mutual impacts of residential and industrial uses in proximity to one another.</p>
2.22	Public Realm, Urban Design & Linkages	Urban Open Lands	<p>Open lands within the fabric of the city are an important part of Boulder’s public realm and provide recreational opportunities, transportation linkages, gathering places and density relief from the confines of the city as well as protection of the environmental quality of the urban environment. The city will promote and maintain an urban open lands system to serve the following functions: active and passive recreation, environmental protection, flood management, multimodal transportation, enhancement of community character and aesthetics.</p>
2.23	Public Realm, Urban Design & Linkages	Boulder Creek, Tributaries & Ditches as Important Urban Design Features	<p>Boulder Creek, its tributaries and irrigation ditches will serve as unifying urban design features for the community with multiple co-benefits for a resilient community. The city and county will support the preservation or reclamation of the creek corridors for natural ecosystems, wildlife habitat and cultural resources; for recreation and bicycle and pedestrian transportation; to provide flood management; to improve air and water quality; and to provide a relief from urban development. Path and trail design and development in these greenways will be sensitive to the ecology, terrain, existing easements, privacy of adjacent residents and surroundings. The city and county will support agriculture by recognizing and accommodating irrigation ditch maintenance practices and operations.</p>

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2.24	Public Realm, Urban Design & Linkages	Commitment to a Walkable & Accessible City	The city will promote the development of a walkable and accessible city by designing neighborhoods and mixed-use business areas to provide easy and safe access by foot, bike and transit to places such as neighborhood centers, community facilities, transit stops or centers and shared public spaces and amenities (i.e., 15-minute neighborhoods). The city will consider additional neighborhood centers or small mixed- use retail areas where appropriate and supported by the neighbors they would serve. In some cases, the definition of mixed use and scale and character will be achieved through area planning.
2.25	Public Realm, Urban Design & Linkages	Improve Mobility Grid & Connections	The walkability, bikeability and transit access should be improved in parts of the city that need better connectivity and mobility, for example, in East Boulder. This should be achieved by coordinating and integrating land use and transportation planning and will occur through both public investment and private development.
2.26	Public Realm, Urban Design & Linkages	Trail Corridors/Linkages	In the process of considering development proposals, the city and county will encourage the development of paths and trails where appropriate for recreation and transportation, such as walking, hiking, bicycling or horseback riding. Implementation will be achieved through the coordinated efforts of the private and public sectors.
2.27	Community Conservation & Preservation	Preservation of Historic & Cultural Resources	The city and county will identify, evaluate and protect buildings, structures, objects, districts, sites and natural features of historic, architectural, archaeological or cultural significance with input from the community. The city and county will seek protection of significant historic and cultural resources through local designation when a proposal by the private sector is subject to discretionary development review.
2.28	Community Conservation & Preservation	Leadership in Preservation: City- & County-Owned Resources	The city and county will evaluate their publicly owned properties to determine their historic, architectural, archaeological or cultural significance. Eligible resources will be protected through local designation, including secondary buildings or elements that are part of and convey the cultural significance of a site, such as a farm complex and alley buildings.
2.29	Community Conservation & Preservation	Historic & Cultural Preservation Plan	The city and county will develop and regularly update a Boulder Valley-wide preservation plan to integrate historic preservation issues into the comprehensive plan; ensure coordination between preservation goals and zoning, land use, growth management, transportation and housing goals; and ensure consistency among governmental policies that affect the community’s historic, archeological and cultural resources. Preservation plans will be developed with public and landowner participation. The city will continue to implement and update the Plan for Boulder’s Historic Preservation Program.
2.30	Community Conservation & Preservation	Eligible Historic Districts & Landmarks	The city has identified areas that may have the potential to be designated as historic districts. The Designated and Identified Potentially Eligible Historic Districts map shows areas with designation potential as well as areas that are already designated as historic districts (see Figure 6-1 on page 132). These potential historic areas and historic survey information will continue to be assessed and updated. There are also many individual resources of landmark quality both within and outside of these eligible areas. Additional historic district and landmark designations will be encouraged in accordance with the Plan for Boulder’s Historic Preservation Program. Such resources may contribute to cultural and heritage tourism values.

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2.31	Community Conservation & Preservation	Historic Preservation / Conservation Tools	As guided by the Plan for Boulder’s Historic Preservation Program, the city will develop a variety of tools that address preservation and conservation objectives within the community. Specific tools that address historic preservation and conservation objectives will be matched to the unique needs of specific areas. Preservation tools may include financial and other incentives for owners of designated landmark properties and properties located in designated districts. Conservation districts, easements and other tools may be applied in areas that do not qualify as local historic districts but contain features that contribute to the quality of the neighborhood or community. These could include historic resources that have lost integrity, neighborhoods with significant character but that are not historically significant, and scattered sites that share a common historic or architectural theme.
2.32	Community Conservation & Preservation	Preservation of Archaeological Sites & Cultural Landscapes	The city will develop a plan and processes for identification, designation and protection of archaeological and cultural landscape resources, such as open ditches (where practicable and in coordination with the irrigation ditch company), street and alley-scapes, railroad rights-of-way and designed landscapes.
2.33	Design Quality	Sensitive Infill & Redevelopment	With little vacant land remaining in the city, most new development will occur through redevelopment in mixed-use centers that tend to be the areas of greatest change. The city will gear subcommunity and area planning and other efforts toward defining the acceptable amount of infill and redevelopment and standards and performance measures for design quality to avoid or adequately mitigate negative impacts and enhance the benefits of infill and redevelopment to the community and individual neighborhoods. The city will also develop tools, such as neighborhood design guidelines, to promote sensitive infill and redevelopment.
2.34	Design Quality	Design of Newly Developing Areas	The city will encourage a neighborhood concept for new development that includes a variety of residential densities, housing types, sizes and prices, opportunities for shopping, nearby support services and conveniently sited public facilities, including roads and pedestrian connections, parks, libraries and schools.
2.35	Design Quality	Building Height	The city will review and update site review regulations to provide clear guidance on height and intensity of land uses and to address relationship of building height to aesthetics and view protection. The city will consider additional height (up to the City Charter 55-foot height limit) as an incentive in exchange for community benefits that further other community objectives such as the provision of permanently affordable housing (as described in Policy 1.11).
2.36	Design Quality	Physical Design for People	The city and county will take all reasonable steps to ensure that public and private development and redevelopment be designed in a manner that is sensitive to social, health and psychological needs. Broadly defined, this will include factors such as accessibility to those with limited mobility; provision of coordinated facilities for pedestrians, bicyclists and bus-riders; provision of functional landscaping and open space; and the appropriate scale and massing of buildings related to neighborhood context.
2.37	Design Quality	Environmentally Sensitive Urban Design	For capital improvements and private development, the city and county will strive to ensure that buildings, streets, utilities and other infrastructure are located and designed to protect natural systems, minimize energy use, reduce urban heat island effects and air and water pollution and support clean energy generation.

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3.38	Design Quality	Importance of Urban Canopy, Street Trees & Streetscapes	The city and county will develop regulations and programs to encourage the planting and maintenance of attractive, healthy street trees and streetscapes, which act as the primary connection between the private and public realm and provide aesthetics, comfort, cleaner air and other environmental benefits for the public realm.
2.39	Design Quality	Outdoor Lighting/Light Pollution	The city and county will encourage the efficient use of outdoor lighting to reduce light pollution and conserve energy while providing for public safety. The city will seek to provide a nighttime environment that includes the ability to view the stars against a dark sky so that people can see the Milky Way Galaxy from residential and other appropriate viewing areas. Measures such as using more energy-efficient lights, ensuring that the level of outdoor lighting is appropriate to the application, minimizing glare and using shielding techniques to direct light downward will be required.
2.40	Design Quality	Design Excellence for Public Projects	Public projects bear a special responsibility to exhibit design excellence. The city and county will work to ensure that new capital projects and transportation facilities are visually attractive and contribute positively to the desired community character.
2.41	Design Quality	Enhanced Design for All Projects	<p>Through its policies and programs, the city will encourage or require quality architecture and urban design in all development that encourages alternative modes of transportation, provides a livable environment and addresses the following elements:</p> <p>a. Area planning. Where there is a desire to improve the character of the surroundings, a new character and positive identity as established through area planning or a community involvement process should be created for the area as the city work plan and resources allow.</p> <p>b. The context. Projects should become a coherent part of the neighborhood in which they are placed. Special attention will be given to protecting and enhancing the quality of established residential areas that are adjacent to business areas.</p> <p>c. Relationship to the public realm. Projects should relate positively to public streets, plazas, sidewalks, paths and natural features. Buildings and landscaped areas—not parking lots—should present a well-designed face to the public realm, should not block access to sunlight and should be sensitive to important public view corridors. Future strip commercial development will be discouraged.</p> <p>d. Ditches. Project sponsors should collaborate with irrigation ditch companies on design and construction. Where possible, project elements should educate and inform about the connection between irrigation ditches and agricultural lands.</p> <p>e. Transportation connections. Projects should provide a complete network of vehicular, bicycle and pedestrian connections both internal to the project and connecting to adjacent properties, streets and paths, including dedication of public rights-of-way and easements where required.</p> <p>f. Parking. The primary focus of any site should be quality site design. Parking should play a subordinate role to site and building design and not jeopardize open space or other opportunities on the property. Parking should be integrated between or within buildings and be compact and dense. The placement of parking should be behind and to the sides of buildings or in structures rather than in large street-facing lots. Surface parking will be discouraged, and versatile parking structures that are designed with the flexibility to allow for different uses in the future will be encouraged.</p> <p>g. Human scale and art in public spaces. Projects should provide pedestrian interest along streets, paths and thoughtfully designed public spaces that support a mix of events, destinations and art. Projects should model investment in public art in the city, and the city should encourage individuals, businesses, organizations and developers to invest in improvements to public spaces through the addition of meaningful, innovative and quality works of art.</p> <p>h. Permeability. Create permeability in centers with a mix of semi-public and public spaces that are connected visually for intuitive navigation. Include civic and cultural uses as well as outdoor seating, shade trees and green spaces in the public spaces to create a unique identity and sense of place. Projects should provide multiple opportunities to walk from the street into projects, thus presenting a street face that is permeable. Where appropriate, they should provide opportunities for visual permeability into a site to create pedestrian interest.</p>

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CURRENT BVCP POLICY (NATURAL ENVIRONMENT)			
Policy #	Topic Area	Policy Heading	Policy Text
3.01		Incorporating Ecological Systems into Planning	The city and county will approach planning and policy decisions in the Boulder Valley through an ecosystem framework in which natural regions like bioregions, airsheds and watersheds are considered and incorporated into planning.
3.02		Adaptive Management Approach	The city and county will employ an adaptive management approach to resource protection and enhancement. An adaptive management approach involves establishing objectives, conducting ongoing monitoring of resource conditions, assessing the effectiveness of management actions, revising management actions based on new information from research, and learning from experience what works and what does not.
3.03	Protecting Native Ecosystems & Biodiversity	Native Ecosystems	The city and county will protect and restore significant native ecosystems on public and private lands through land use planning, development review, conservation easements, acquisitions and public land management practices. The protection and enhancement of biological diversity and habitat for state and federal endangered and threatened species, as well as critical wildlife habitats, migration corridors, environmental conservation areas, high biodiversity areas, rare plant areas, significant natural communities and county and local species of concern (i.e., resources identified in the Boulder County Comprehensive Plan) will be emphasized. Degraded habitat may be restored and selected extirpated species may be reintroduced as a means of enhancing native flora and fauna in the Boulder Valley.
3.04	Protecting Native Ecosystems & Biodiversity	Ecosystem Connections & Buffers	The city and county recognize the importance of preserving large habitat areas, especially of unfragmented habitat, in support of the biodiversity of their natural lands and viable habitat for native species. The city and county will work together to preserve, enhance, restore and maintain land identified as critical and having significant ecological value for providing ecosystem connections (e.g., wildlife corridors) and buffers to support the natural movement of native organisms between ecosystems. Connected corridors of habitat may extend through or along the edges of the urban environment and often serve as vital links between natural areas for both wildlife and humans. Connected corridors are often at the greatest risk of degradation and development, and those deemed to have high ecological value should be identified for planning and, where appropriate, for acquisition, preservation, restoration and/or management while balancing existing land uses and other needs of the community.

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3.05	Protecting Native Ecosystems & Biodiversity	Maintain & Restore Natural Ecological Processes & Natural Disturbances	Recognizing that natural ecological processes, such as wildfire and flooding, are integral to the productivity and health of natural ecosystems, the city and county will work to ensure that, when appropriate precautions have been taken for human safety and welfare, ecological processes are maintained or replicated in the management of natural lands.
3.06	Protecting Native Ecosystems & Biodiversity	Wetland & Riparian Protection	Natural and human-made wetlands and riparian areas are valuable for their ecological and, where appropriate, recreational functions, including their ability to enhance water and air quality and reduce the impacts of flooding. Wetlands and riparian areas also function as important wildlife habitat, especially for rare, threatened and endangered plants, fish and wildlife. Because they have historically been so scarce in the Front Range and because of continued degradation, the city and county will continue to develop and support programs to protect, enhance and educate the public about the value of wetlands and riparian areas in the Boulder Valley. The city will strive for no net loss of wetlands and riparian areas by discouraging their destruction, or requiring the creation and restoration of wetland and riparian areas in the rare cases when development is permitted and the filling of wetlands or destruction of riparian areas cannot be avoided. Management of wetland and riparian areas on city open space lands is described in the OSMP Grasslands Ecosystem Management Plan.
3.07	Protecting Native Ecosystems & Biodiversity	Invasive Species Management	The city and county will cooperate and promote efforts, both public and private, to prevent the introduction and spread of invasive and non- native plant and animal species. High priority will be given to managing invasive species that have, or potentially could have, a substantial impact on city and county resources or ecosystem function. City and county resource management plans will provide direction and guidance for identifying priorities for management and control of invasive non-native species.
3.08	Protecting Native Ecosystems & Biodiversity	Public Access to Public Lands	Certain city- and county-owned or -managed lands provide a means for educating users on the importance of the natural environment. These public lands may include areas for recreation and preservation of agricultural use, unique natural features and wildlife and plant habitat. Public access to natural lands will be provided for, except where closure is necessary to protect areas from unacceptable degradation or impacts to agriculture, habitat or wildlife, for public safety or limits on access necessary to preserve the quality of the visitor experience.

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3.09	Protecting Native Ecosystems & Biodiversity	Integrated Pest Management	<p>The approaches by the city and county to this policy differ in their management strategies. The city aims to reduce and eliminate, where possible, the use of pesticides and synthetic fertilizers on public properties and provide outreach and education to encourage the public to use a similar approach on private property. The city’s practices carefully consider when pest management actions are necessary and focus on creating healthy and thriving ecosystems to lower pest pressure by natural processes. When pest management is necessary, the city commits to the use of ecologically based integrated pest management principles, which emphasize the selection of the most environmentally sound approach to pest management and the overall goal of using non- chemical pest-control strategies. The county’s approach stresses control of invasive species and pests using the full suite of tools available in integrated pest management, including chemical methods when necessary. When public or environmental health risks are identified, the city and county will balance the impacts and risks to the residents and the environment when choosing management measures. The county will strive to reduce the use of pesticides and synthetic, inorganic fertilizers where use does occur.</p>
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3.10	Protecting Native Ecosystems & Biodiversity	Climate Change Mitigation & Adaptation & Resilience	<p>The city and county are working to help mitigate climate change globally and recognize that climate change adaptation is an important area for consideration. Preserving large ecological reserves enhances the resilience of native ecosystems and reduces the loss of native biodiversity, ecological processes and ecosystems as the climate changes. Additionally, the city and county will use an adaptive management approach to assess potential impacts from changes in the local climate. Open space management plans guide other strategies related to climate change, such as changes to visitation rates or visitor experiences (e.g., heat exposure or scenic quality) on open space. Overall strategies may include:</p> <p>1Actively improve our understanding of the effect of climate change on local ecosystems and of actions that may help maintain or restore the ecological functions of natural systems under a changing climate;</p> <p>2Actively identify and monitor ecosystems most vulnerable to climate change using biological indicators of sensitivity and response;</p> <p>3Protect large reserves of open space land to support the long-term viability of native plants and animals;</p> <p>4Conduct restoration of degraded environments and management of natural ecosystems to enhance their resilience in the presence of climate change, using existing management plans and the best available science. In some cases, this may involve ecosystem transition to alternate states or novel ecosystems (e.g., to ecosystems now found at different elevations, to variations of current ecosystems, or ecosystems changing in other ways that cannot be forecast with certainty today);</p> <p>5. On-going attention to the wildland- urban interface environments to improve management of both natural resources and human-wildlife conflicts and to reduce the potential for catastrophic wildfire; and</p> <p>6.Including specific management guidance and direction regarding climate change mitigation, adaptation and resilience when city and county agencies prepare master plans.</p>
3.11	Enhancing Urban Environmental Quality	Urban Environmental Quality	<p>To the extent possible, the city and county will seek to protect the environmental quality of areas under significant human and urban influence and will balance human needs and public safety with environmental protection. The city will develop and apply community-wide programs and standards for new development and redevelopment so that negative environmental impacts will be mitigated and overall environmental quality of the urban environment will be maintained and improved.</p>
3.12	Enhancing Urban Environmental Quality	Urban Forests	<p>The city will support, promote and, in some cases, regulate the protection of healthy existing trees and the long-term health and vitality of the urban forest in the planning and design of public improvements and private development. Urban canopy plays an important role in ameliorating the effects of climate change; therefore, the city will guide short- and long-term urban forest management that encourages overall species diversity and low water demand tree species.</p>

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3.13	Enhancing Urban Environmental Quality	Water Conservation	The city and county will promote the conservation of water resources through water quality protection, public education, monitoring and policies that promote efficient water usage such as water-conserving landscaping. The city will endeavor to minimize water waste and reduce water use during peak demand periods. New development and redevelopment designs to conserve water will be encouraged.
3.14	Enhancing Urban Environmental Quality	Management of Wildlife-Human Conflicts	The Boulder Valley sits within a wildland-urban interface, and the city and county recognize the intrinsic value of wildlife in both their urban and rural areas. The city and county will promote wildlife and land use management practices to minimize conflicts with residents and urban land uses while identifying, preserving and restoring appropriate habitat for wildlife species in the urban area. When a wildlife species is determined to be a nuisance or a public health hazard, a full range of alternative wildlife and land use management techniques will be considered by the city and county to mitigate the problem in a manner that is humane, effective, economical and ecologically responsible.
3.15	Enhancing Urban Environmental Quality	Soil Carbon Sequestration	The city and county recognize that soil carbon sequestration may have a range of potential benefits, including water retention, climate change mitigation, soil health and soil stabilization. Soil health is especially important for both the natural environment and agricultural lands. Section 9 (Food and Agriculture) includes a description of soil carbon sequestration policy for tilled agricultural lands. For the natural environment, the capacity of native grasslands and forests to sequester carbon will be important in city and county soil carbon sequestration efforts. Native grasslands and forests will be maintained and protected following resource management plans. Opportunities to manage soil carbon levels in such areas, when appropriate, need to be consistent with adopted plans and policies.
3.16	Protecting Geologic Resources & Reducing Risks from Natural Hazards	Unique Geological Features	Due to its location at the interface of the Great Plains and the Rocky Mountains, the Boulder Valley has a number of significant or unique geological and paleontological features. The city and county will attempt to protect these features from alteration or destruction through a variety of means, such as public acquisition, public land management, land use planning and regulation and density transfer within a particular site.
3.17	Protecting Geologic Resources & Reducing Risks from Natural Hazards	Mineral Deposits	Deposits of sand, gravel, coal and similar finite resource areas will be delineated and managed according to state and federal laws and local government regulations. The impacts of extraction or uses of such resources will be balanced against other community values and priorities, including environmental and cultural resource protection, health concerns and carbon emission reduction. The city and county will work together to acquire mineral rights as appropriate.

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3.18	Protecting Geologic Resources & Reducing Risks from Natural Hazards	Hazardous Areas	Hazardous areas that present a danger to life and property from flood, forest fire, steep slopes, erosion, unstable soil, subsidence or similar geological development constraints will be delineated, and development in such areas will be carefully controlled or prohibited.
3.19	Protecting Geologic Resources & Reducing Risks from Natural Hazards	Erosive Slopes & Hillside Protection	Hillside and ridgeline development will be carried out in a manner that, to the extent possible, avoids both negative environmental consequences to the immediate and surrounding area and the degradation of views and vistas from and of public areas. Regulations should address the risk of earth movement and/or mudslides to guide planning, design and construction of any development on, adjacent to or at the base of hillsides.
3.20	Protecting Geologic Resources & Reducing Risks from Natural Hazards	Wildfire Protection & Management	As Boulder County’s climate changes, the intensity and frequency of wildfires is likely to increase. The city and county will require on- site and off-site measures to guard against the danger of fire in developments adjacent to natural lands and consistent with forest and grassland ecosystem management principles and practices. Recognizing that fire is a widely accepted means of managing ecosystems and wildfire risk, the city and county will integrate ecosystem management principles with wildfire hazard mitigation planning and urban design.
3.21	Protecting Geologic Resources & Reducing Risks from Natural Hazards	Preservation of Floodplains	Undeveloped floodplains will be preserved or restored where possible through public land acquisition of high hazard properties, private land dedication and multiple program coordination. Comprehensive planning and management of floodplain lands will promote the preservation of natural and beneficial functions of floodplains whenever possible.

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3.22	Protecting Geologic Resources & Reducing Risks from Natural Hazards	Floodplain Management	<p>The city and county will protect the public and property from the impacts of flooding in a timely and cost-effective manner while balancing community interests with public safety needs. Recognizing that the impact of climate change on the magnitude and frequency of significant flood events is not yet known, the city and county will continue to monitor the effects of climate change on floodplain delineation and management and amend regulation and management practices as needed for the purpose of protecting life and property.</p> <p>The city and county will manage the potential for floods by implementing the following guiding principles:</p> <ul style="list-style-type: none">a. Preserve floodplains;b. Preparation for floods;c. Help people protect themselves from flood hazards;d. Prevent unwise uses and adverse impacts in the floodplain; ande. Seek to accommodate floods, not control them. <p>In addition, the city and county will prepare for, respond to and manage flood recovery by implementing multi-hazard mitigation programs and projects, preparing flood response and recovery plans and regulating the siting and protection of critical facilities in floodplains.</p> <p>The city seeks to manage flood recovery by protecting critical facilities in the 500-year floodplain and implementing multi-hazard mitigation and flood response and recovery plans. The county’s approach to flood management also includes:</p> <ul style="list-style-type: none">a. Efforts to preserve currently undeveloped areas in existing floodplains; andb. Developing public awareness of flood risks and encouraging the public to proactively implement protective measures that reduce the risk to themselves and their property.
3.23	Protecting Geologic Resources & Reducing Risks from Natural Hazards	Non-Structural Approach to Flood Management	<p>The city and county will seek to preserve the natural and beneficial functions of floodplains by emphasizing and balancing the use of non-structural measures with structural mitigation. Where drainageway improvements are proposed, a non-structural approach should be applied wherever possible to preserve the natural values of local waterways while balancing private property interests and associated cost to the city.</p>
3.24	Protecting Geologic Resources & Reducing Risks from Natural Hazards	Protection of High Hazard Areas	<p>High hazard areas are the areas of the floodplain with the greatest risk to loss of life due to floodwater velocity. The city will prevent redevelopment of significantly flood-damaged properties in high hazard areas. The city will prepare a plan for property acquisition and other forms of mitigation for flood-damaged and undeveloped land in high-hazard flood areas. Undeveloped high hazard flood areas will be retained in their natural state whenever possible. To reduce risk and loss, riparian corridors, natural ecosystems, wildlife habitat and wetlands will be protected in these areas. Trails or other open recreational facilities may be feasible in certain areas.</p>

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3.25	Protecting Geologic Resources & Reducing Risks from Natural Hazards	Larger Flooding Events	The city and county recognize that floods larger than the 100-year event will occur, resulting in greater risks and flood damage that will affect even improvements beyond those constructed to current flood protection standards. The city and county will seek to better understand the impact of larger flood events and evaluate context- appropriate, cost-effective policies and floodplain management strategies to address these risks.
3.26	Sustaining & Improving Water & Air Quality	Protection of Water Quality	Water quality is a critical health, economic and aesthetic concern. The city and county have been protecting, maintaining and improving water quality and overall health within the Boulder Valley watersheds as a necessary component of existing ecosystems and as a critical resource for the human community. The city and county will continue to reduce point and nonpoint sources of pollutants, protect and restore natural water systems and conserve water resources. Special emphasis will be placed on regional efforts, such as watershed planning, and priority will be placed on pollution prevention over treatment.
3.27	Sustaining & Improving Water & Air Quality	Water Resource Planning & Acquisition	Water resource planning efforts will be regional in nature, consider climate change and incorporate the goals of water quality protection as well as surface and groundwater conservation. The city will use a variety of strategies, such as water conservation, demand management, reuse and acquisition of additional water supplies to meet the adopted municipal water supply reliability goals while balancing in-stream flow maintenance and preservation of sustainable agriculture. The city will seek to minimize or mitigate the environmental, agricultural and economic impacts to other jurisdictions and seek to prevent the permanent removal of land from agricultural production elsewhere in the state in its acquisition of additional municipal water rights. The city and county may continue to acquire water rights for Open Space purposes
3.28	Sustaining & Improving Water & Air Quality	Drinking Water	The city and county will continually seek to improve the quality of drinking water and work with other water and land use interests as needed to assure the integrity and quality of its drinking water supplies. The city and county will employ a system-wide approach to protect drinking water quality from source waters to the water treatment plant and throughout the water distribution system.
3.29	Sustaining & Improving Water & Air Quality	In-Stream Flow Program	The city will pursue expansion of the existing in- stream flow program consistent with applicable law and manage stream flows to protect riparian and aquatic ecosystems within the Boulder Creek watershed.

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3.30	Sustaining & Improving Water & Air Quality	Surface & Groundwater	Surface and groundwater are part of an integrated environmental system that will be protected as a resource and managed to prevent their degradation and to protect and enhance aquatic, wetland and riparian ecosystems. Land use and development planning and public land management practices will consider the interdependency of surface and groundwater and potential impacts to these resources from pollutant sources, changes in hydrology, drilling, mining and dewatering activities. The city will consider additional regulation of activities impacting groundwater that may create nuisances to other properties. Such regulations should be balanced with other comprehensive plan policies and address how to minimize subsurface construction requiring ongoing dewatering to limit environmental impacts and mitigate impacts of dewatering on surface water quantity and quality, groundwater recharge, wells, ecosystems and associated energy use. Dewatering systems should be designed to protect life, safety, property and the environment.
3.31	Sustaining & Improving Water & Air Quality	Wastewater	The city will pursue sustainable wastewater treatment processes to achieve water quality improvements with greater energy efficiency and minimal chemical use. Pollution prevention and proactive maintenance strategies will be incorporated in wastewater collection system management. The county will discourage the installation of private on-site wastewater systems where municipal collection systems are available or where a potential pollution or health hazard would be created.
3.32	Sustaining & Improving Water & Air Quality	Protection of Air Quality	Air quality is a critical health, economic and aesthetic concern. The city and county will seek to reduce stationary and mobile source emissions of pollutants. Special emphasis will be placed on local and regional efforts to reduce pollutants, which cause adverse health effects, impair visibility and contribute to climate change.

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CURRENT BVCP POLICY (ENERGY, CLIMATE & WASTE)

Policy #	Topic Area	Policy Heading	Policy Text
4.01	Climate Action & Greenhouse Gas Emissions	Climate Action: Reduce Greenhouse Gas Emissions	To mitigate climate change, the city and county will continue to take action to reduce the burning of fossil fuels for energy and encourage such change throughout the Boulder Valley. The city and county will identify and implement innovative as well as cost-effective actions to dramatically reduce the entire community's (e.g., government, private business, individual residents) and visitor's contributions to total global GHG emissions and power a vibrant future. The city's goals are to reduce its energy-related emissions 80 percent or more below 2005 levels by 2050 through a rapid transition to a renewable energy-based economy and achieve 100 percent renewable electricity by 2030. The county has strategies in place aimed at reducing emissions 40 percent below 2005 levels by the year 2020 and is working to achieve carbon neutrality and become more resilient to the effects of climate change.
4.02	Climate Action & Greenhouse Gas Emissions	Climate Adaptation Planning	The city and county will cooperatively develop and implement a climate change adaptation plan to identify current vulnerabilities, address economics of recovery and determine strategies to protect the community against the potential negative impacts associated with climate change. These challenges include droughts, flash flooding, communicable diseases, heat waves, wildfires and increased road maintenance, among others. The city and county seek to improve the community's ability to effectively and quickly respond to and recover from adversity, disruptions and climate change related shocks and stresses.
4.03	Energy Conservation & Renewable Energy	Energy Conservation & Renewable Energy	Boulder's transition to clean energy through innovative strategies, products and services aims to dramatically reduce GHG emissions, enhance community resilience, enhance local environmental health and diversity, promote creative solutions to energy conservation and support a vital and equitable economy. The city and county will plan for and implement innovative programs and opportunities for individuals, businesses and organizations to maximize the efficient use of energy and reduce the carbon footprint from development. The city and county will set goals to ensure that the community has access to reliable, competitively priced and increasingly clean energy. The city and county will support both public and private adoption and use of renewable energy and preserve options for developing renewable energy in the future.

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4.04	Energy Conservation & Renewable Energy	Local Energy Generation Opportunities	The city and county support programs and opportunities for individuals, businesses and organizations to develop, use and share local energy generation. The city will review and consider revisions to regulations to support on- site energy generation, including solar and wind.
4.05	Energy Conservation & Renewable Energy	Clean Mobility	To reduce GHG emissions, the city and county will support the retirement of fossil-fuel based transportation. The city and county will continue to develop policies, incentives and programs that reduce vehicle miles traveled, replace fossil fuel- based transportation with clean energy- fueled transportation (e.g., with electric vehicles) and continue to plan a built environment and mix of land uses that reduce the need for people to drive.
4.06	Energy Conservation & Renewable Energy	Energy System Resilience	The city and county recognize that energy resilience is necessary for properly functioning emergency infrastructure and community resilience. The city supports a community- wide electricity network that can deliver basic services in case of a grid disruption. The city will pursue energy resilience strategies such as grid modernization, microgrid development, active islanding, on-site generation, storage technologies and reduced demand to reduce emissions and reliance on fossil fuels.
4.07	Energy-Efficient Land Use & Building Design	Energy-Efficient Land Use	The city and county will encourage energy efficiency and conservation through land use policies and regulations governing placement and orientation of land uses to minimize energy use, including an increase in mixed-use development and compact, contiguous development surrounded by open space.
4.08	Energy-Efficient Land Use & Building Design	Energy-Efficient Building Design	The city and county will pursue efforts to improve the energy- and resource-efficiency of new and existing buildings. The city and county will consider the energy consumption associated with the building process (i.e., from the raw materials through construction), improve regulations ensuring energy and resource efficiency in new construction, remodels and renovation projects and will establish energy efficiency requirements for existing buildings. Energy conservation programs will be sensitive to the unique situations that involve historic preservation and low-income homeowners and renters and will ensure that programs assisting these groups continue.

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4.09	Waste Minimization, Recycling, & Sustainable Purchasing	Building Construction Waste Minimization	To minimize construction waste, the city and county will encourage renovation of existing buildings over demolition. The city and county will adopt policies and programs that promote the reuse of materials salvaged after deconstruction as a resource.
4.10	Waste Minimization, Recycling, & Sustainable Purchasing	Waste Minimization & Recycling	The city and county will pursue and support programs, partnerships and activities that promote a reduction in consumer consumption of products and materials, encourage local reuse markets, reduce the amount of waste that must be landfilled and pursue Zero Waste with the intent to get as close to zero as possible as a long- term goal. Policies, programs and regulations will emphasize waste prevention, reuse, composting, recycling and the use of materials with recycled content.
4.11	Waste Minimization, Recycling, & Sustainable Purchasing	Environmental Purchasing Policy	The city and county will maintain robust Environmental Purchasing Policies for the city and county organizations. The policies will promote the purchase of local, recycled and compostable products and encourage consideration of materials, length of use, re-use and disposal options as well as cost when procuring materials, products or services.

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CURRENT BVCP POLICY (ECONOMY)

Policy #	Topic Area	Policy Heading	Policy Text
5.01	Strategic Redevelopment & Sustainable Employment	Revitalizing Commercial & Industrial Areas	<p>The city supports strategies unique to specific places for the redevelopment of commercial and industrial areas. Revitalization should support and enhance these areas, conserve their strengths, minimize displacement of users and reflect their unique characteristics and amenities and those of nearby neighborhoods. Examples of commercial and industrial areas for revitalization identified in previous planning efforts are Diagonal Plaza, University Hill commercial district, Gunbarrel and the East Boulder industrial area.</p> <p>The city will use a variety of tools and strategies in area planning and in the creation of public/ private partnerships that lead to successful redevelopment and minimize displacement and loss of service and retail uses. These tools may include, but are not limited to, area planning with community input, infrastructure improvements, shared parking strategies, transit options and hubs and changes to zoning or development standards and incentives (e.g., financial incentives, development potential or urban renewal authority).</p>
5.02	Strategic Redevelopment & Sustainable Employment	Regional Job Center	<p>The city supports strategies that recognize Boulder’s continued role as a regional job center, consistent with economic sustainability goals and projected employment growth. The city and county recognize the importance of regional planning and partnerships for housing and transportation and will continue to address impacts on housing affordability and transportation related to their role as a regional job center</p>
5.03	Diverse Economic Base	Diverse Mix of Uses & Business Types	<p>The city and county will support a diversified employment base within the Boulder Valley, reflecting labor force capabilities and recognizing the community’s quality of life and strengths in a number of industries. The city values its industrial, service and office uses and will continue to identify and protect them. The city will evaluate areas with non-residential zoning to ensure the existing and future economic vitality of Boulder while responding to the needs of regional trends and a changing global economy.</p>
5.04	Diverse Economic Base	Vital & Productive Retail Base	<p>The city recognizes the importance of its retail base, including restaurants, and maintaining affordable retail space. The city will develop and implement a retail strategy that takes into account emerging trends, such as shifting demographics and changing consumer behavior, addresses the market opportunities and shopping needs of the community, ensures an appropriate mix of retail and identifies opportunities to improve the retail base and the city’s sales tax revenues.</p>

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5.05	Diverse Economic Base	Support for Local Business & Business Retention	The city and county value the diverse mix of existing businesses, including primary and secondary employers of different sizes, in the local economy. Nurturing, supporting and maintaining a positive climate for the retention of existing businesses and jobs is a priority. The city recognizes the vital role of small, local and independent businesses and non-profits that serve the community and will balance needs of redevelopment in certain areas with strategies that minimize displacement of existing businesses and create opportunities for startups and growing businesses. The city will continue to proactively analyze trends in market forces to shape its activities, plans and policies regarding local business and business retention. The city and county will consider the projected needs of businesses and their respective employees, such as commercial and office space, when planning for transportation infrastructure, programs and housing.
5.06	Diverse Economic Base	Affordable Business Space & Diverse Employment Base	The city and county will further explore and identify methods to better support businesses and non-profits that provide direct services to residents and local businesses by addressing rising costs of doing business in the city, including the cost of commercial space. The city will consider strategies, regulations, policies or new programs to maintain a range of options to support a diverse workforce and employment base and take into account innovations and the changing nature of the workplace.
5.07	Diverse Economic Base	Industry Clusters	The city will support an industry cluster approach to business development. This approach involves a focus on supporting multiple businesses in an industry and considering special financial and technical assistance programs and other tools to retain, expand and attract businesses in those clusters. Boulder’s key industry clusters include aerospace, bioscience, clean tech, data storage, digital media, natural and organic products, recreation, software, tourism and the creative sector. The city acknowledges that these clusters and their needs will evolve and change over time.

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5.08	Quality of Life	Funding City Services & Urban Infrastructure	The city will encourage a strong sustainable economy to generate revenue to fund quality city services and recognizes that urban infrastructure, facilities, services and amenities are important to the quality of life of residents, employees and visitors to the community. A strong and complete local and regional multimodal transportation system and transportation demand management programs are essential to a thriving economy, as they offer options for commuters, help attract and retain key businesses, employers and visitors and provide regional access to global markets. The city will continue to plan for and invest in urban amenities and infrastructure (e.g., bike paths, parks, shared and managed parking, public spaces, quality gathering places, cultural destinations and public art) as well as community services (e.g., open space and mountain parks, high speed internet, fire-rescue, public safety and senior services).
5.09	Quality of Life	Role of Tourism in the Economy	The city recognizes the importance of tourism (e.g., heritage, cultural, sports and open space) to the Boulder economy and will continue to work with various partners, including the Boulder Convention and Visitors Bureau, to study the existing and future role of different types of tourism in the community, track the benefits and impact of tourism on the economy and invest in opportunities to support and enhance the sector.
5.10	Quality of Life	Role of Arts, Cultural, Historic & Parks & Recreation Amenities	The city and county recognize arts and culture, historic, and parks and recreation amenities as important contributors to the city’s economic vitality and quality of life. The city and county will work to support and, as appropriate, enhance the resiliency, sustainability and innovation of arts, cultural, historic, and parks and recreation amenities so they continue to contribute to the economic vitality of the community, provide unique offerings and foster meaningful connections to Boulder among its residents, workforce and visitors.
5.11	Quality of Life	Communications Infrastructure	The city will promote opportunities to enable Boulder residents, businesses, visitors and public or private institutions to connect affordably, easily and securely. The city and county will support and facilitate the development of technologically advanced communications infrastructure (e.g., broadband) and other improvements that serve the community, help businesses thrive and grow, foster the growth of emerging telecommunications industries and support emergency systems.

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5.12	Sustainable & Resilient Business Practices	Sustainable Business Practices	The city and county will support sustainable and energy-efficient business practices and establish and maintain programs to assist businesses in exploring solutions to sustainable practices. Potential solutions for exploration include reducing waste and GHG emissions, increasing building energy efficiency (in existing or renovated structures), conserving water, reducing transportation impacts, and procuring local, recycled and compostable materials, products and services.
5.13	Sustainable & Resilient Business Practices	Home Occupations	The city and county will evaluate regulations for home-based occupations to balance potential impacts to residential neighborhoods and reflect the goal of allowing more flexibility to have home-based businesses, neighborhood services and employment opportunities. The city and county support the innovative, creative and entrepreneurial activities of residents, including those who are in the very early stages of creating startup companies or providing neighborhood services. The city and county will continue to develop policies that result in reducing the number and length of trips through working from home and revise regulations to be responsive to new uses and types of businesses and neighborhood services that may be compatible with residential areas.
5.14	Sustainable & Resilient Business Practices	Responsive to Changes in the Marketplace	The city recognizes that development regulations and processes have an impact on the ability of businesses to respond to changes in the marketplace. The city will work with the local business community and residents to make sure the city’s regulations and development review processes provide a level of flexibility to allow for creative solutions while meeting broader community goals. This could involve modifying regulations to address specific issues and make them more responsive to emerging technologies and evolving industry sectors.
5.15	Sustainable & Resilient Business Practices	Economic Resilience	To better buffer against disruptions, the city and county will identify potential threats through an economic resilience assessment and continue fiscally conservative accounting policies that reduce the exposure of the community to unexpected economic downturns. The city and county will work to restore operations as quickly as possible following local and regional disasters and other disruptive events. Additionally, the city and county will work with local businesses to assist them in the plans for preparedness and continuity of operations and, post disaster, in the facilitation of rapid damage assessments, return to operations and access to recovery funds.

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5.16	Job Opportunities, Education & Training	Employment Opportunities	The city and county will encourage local employers to provide employment opportunities for all persons, including the local unemployed and underemployed work force, and to implement equal opportunity and workplace inclusivity and diversity programs. The city and county will engage in these efforts in cooperation with various agencies providing employment assistance programs.
5.17	Job Opportunities, Education & Training	Partnerships to Support Economic Vitality Goals	The efforts of the city, county and the private sector to enhance the economic prosperity of the community are directly and indirectly supported by many organizations and entities. The city and county work in partnership with a number of organizations, including but not limited to the Boulder Chamber, Boulder Convention and Visitors Bureau, Boulder Economic Council, the Boulder Independent Business Alliance, Boulder Small Business Development Center, Boulder Valley School District, CO-LABS, Downtown Boulder Partnership, Innosphere, Latino Chamber of Boulder County, the University of Colorado and other diverse and emerging groups to support economic vitality goals. The city and county acknowledge that although each of these organizations and entities has an independent focus, their work contributes to the overall quality of life enjoyed within the community.
5.18	Job Opportunities, Education & Training	Support for the University of Colorado & Federal Labs	The city and county understand the important role that federally funded labs and the University of Colorado play in the economy and will continue to work with state and federal elected officials to foster their important economic contribution. The city will take an active role in efforts to preserve the state and federal funding for these entities to ensure they remain in Boulder and will pursue mutually beneficial partnerships. The city recognizes the importance of having strong and thriving institutions for higher education and programs for continuing education and workforce training. The city supports the seminal role of the University of Colorado, a world-class research university, and the federal labs in business support technology transfer and tech startups. The city will work with the University of Colorado to further the community’s goals for sustainable urban form as university-owned land is developed or redeveloped.
5.19	Job Opportunities, Education & Training	Diverse Workforce, Education & Training	The city and county will encourage and support the Boulder Valley School District and post- secondary educational institutions to offer quality continuing education and technical training. The city will work with employers, educators and partners to support programs designed to help develop and attract workers in multiple fields with specialized skills and experience and foster a well- educated, highly skilled and creative workforce.

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5.20	Job Opportunities, Education & Training	Support for Living Wage	In support of economic vitality and opportunities for all residents, the city and county will encourage all employers in the city and county to provide access to living wage, health care and transit passes to all workers
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CURRENT BVCP POLICY (TRANSPORTATION)			
Policy #	Topic Area	Policy Heading	Policy Text
6.01	Complete Transportation System	All-Mode Transportation System & Safe and Complete Streets	<p>The Boulder Valley will be served by an integrated all-mode transportation system, developed cooperatively by the city and county. The city’s and county’s transportation system focuses on moving people, and is based on complete streets reflecting the unique contexts or urban, suburban, and rural areas. These streets include completed networks for each mode, making safe and convenient connections between modes, providing seamless connections between the city and county systems and promoting access and placemaking for the adjacent land uses and activities. Improvements to urban travel corridors will recognize pedestrian travel as the primary mode of transportation and preserve or improve the safety of all modes of transportation. For more suburban and rural parts of the Boulder Valley, the transportation system is focused on sustainable mobility through development of a safe, multimodal system, creating the complete trip and investing in key regional transportation corridors.</p>
6.02	Complete Transportation System	Equitable Transportation	<p>The city and county will equitably distribute transportation investments and benefits in service of all community members, particularly vulnerable populations, ensuring that all people benefit from expanded mobility options. Providing more transportation options – like walking, biking, transit and shared options – in areas where people are more reliant on various modes will have a greater benefit to overall mobility. New transportation technologies and advanced mobility options provide Boulder with an opportunity to expand affordable transportation choices to those who need them the most, including those who cannot use existing fixed route transit such as service and shift workers.</p>
6.03	Complete Transportation System	Low Stress Walk and Bike Network	<p>The city and county will create a connected walking and cycling network for people of all ages and abilities to travel along and across streets safely and comfortably. The county has a goal to develop a low stress bike network between communities within the county. Low stress walk and bike networks will attract a broader population of people as confident and comfortable pedestrians and cyclists. These walk and bike networks also support the city and county Vision Zero safety goals.</p>
6.04	Complete Transportation System	Renewed Vision for Transit	<p>The city and county will integrate transit investments and improvements to address service, capital infrastructure, policies, programs and implementation. These will expand the Community Transit Network (CTN) and improve regional transit service and connections outside the city, such as bus rapid transit (BRT) along state highways and regional key corridor, as identified in the Northwest Area Mobility Study.</p>

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6.05	Complete Transportation System	Reduction of Single Occupancy Auto Trips	<p>The city and county will support and promote the greater use of multimodal travel options to reduce vehicle miles traveled (VMT) and single-occupancy automobile travel. The city will continue progress toward its specific objective to reduce vehicle miles of travel (VMT) 20 percent from 1994 levels through the year 2030 within the Boulder Valley to achieve transportation and GHG reduction goals. The county’s goal is to reduce VMT to 2005 levels, and to achieve regional air quality goals and state greenhouse gas reduction targets. The city and county will include other communities and entities (especially origin communities such as Longmont, Lafayette, Louisville and Erie) in developing and implementing integrated travel demand management (TDM) programs, new mobility services and improved local and regional transit service. The city will require TDM plans for applicable residential and commercial developments within the city to reduce the vehicle miles traveled and single-occupant vehicle trips generated by the development.</p>
6.06	Complete Transportation System	Transportation System Optimization	<p>The transportation system serves people using all modes, and maintaining its efficient and safe operation benefits all users. The city and county will monitor the performance of all modes as a basis for informed and systematic trade-offs supporting mobility, safety, GHG reduction and other related goals.</p>
6.07	Complete Transportation System	Integrated Transportation Demand Management (TDM) Programs	<p>The city and county will cooperate in developing comprehensive Transportation Demand Management (TDM) programs for residents and employees, which include incentives, such as developing a fare-free local and regional transit system; promoting shared-use mobility, ridesharing, bikesharing, carsharing, vanpools and teleworking; and supporting programs for walking and biking, such as secured long-term bike parking. The city will employ strategies such as shared, unbundled, managed and paid parking (i.e., “Shared Unbundled, Managed, and Paid” – “SUMP” principles) to reflect the real cost of Single Occupancy Vehicle (SOV) travel. The city will require TDM plans for applicable residential and commercial developments.</p>
6.08	Complete Transportation System	Accessibility and Mobility for All	<p>The city and county will continue development of a complete all-mode transportation system accommodating all users, including people with mobility impairments, youth, older adults, non- English speakers and low-income persons. This will include increased support for mobility services for older adults and people with disabilities, reflecting the expected increases in these populations. Efforts should focus on giving people options to live well without a car and may include prioritizing affordable public transportation and transit passes, new technologies such as electric bikes, mobility services and prioritizing connections between multimodal transportation and affordable housing to facilitate affordable living.</p>

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6.09	Complete Transportation System	Transportation Safety	<p>The city and county recognize safety for people of all ages using any mode within the transportation system (i.e., walking, bicycling, transit riding and driving) as a fundamental goal. The city’s and county’s Vision Zero policies aim to eliminate traffic deaths and severe injuries involving people using all modes of travel, focusing on crash trends and mitigation strategies identified in the Safe Streets Boulder Report and on-going local, regional and statewide safety assessments. Improving travel safety is based on a holistic combination of the four E’s: Engineering, Education, Enforcement, Evaluation and relies upon our whole community to keep people safe. To achieve Vision Zero, the four E’s approach helps ensure we are addressing travel safety from all angles. This means dangerous travel behaviors, such as distracted and impaired travel, can be countered through enforcement efforts and safety education outreach, while engineering treatments and innovative street design can help prevent intersection conflicts for example. Applying all four E’s is the most comprehensive way to help prevent crashes.</p>
6.10	Regional Travel	Regional Travel Coordination	<p>Local transportation and land use decisions have regional transportation impacts. The city and county will work to develop regional consensus for multimodal improvements to regional corridors through working with the Colorado Department of Transportation, the Regional Transportation District (RTD), Denver Regional Council of Governments (DRCOG), Northwest Mayors and Commissioners Coalition and other providers to develop high-quality, high-frequency regional transportation options, including improvements identified in the Northwest Area Mobility Study (NAMS), FasTracks arterial bus rapid transit (BRT) service, managed lanes and commuter bikeways between communities. The city and county will continue development of first- and last-mile connections to local systems and longer-term transit planning.</p>
6.11	Regional Travel	Regional Transit Facilities	<p>The city will develop and enhance the regional transit anchors that serve the primary attractors of Downtown Boulder, the University of Colorado and Boulder Junction adjacent to the Boulder Valley Regional Center. Developing “Mobility Hubs” and first and last mile connections to these facilities is a priority to support employees commuting into and throughout Boulder and Boulder County and to reduce single-occupancy auto travel and congestion on regional roads.</p>

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6.12	Funding & Investment	Investment Priorities	<p>To protect previous investments and ensure safe and efficient use of existing travel corridors, the city will prioritize investments for travel safety for people using all modes, such as Vision Zero improvements; system maintenance, such as street and bridge repair; and system operations, such as signal enhancements. The city will give medium priority to system efficiency and optimization, such as enhancement of pedestrian, bicycle and transit systems; electrical vehicle charging infrastructure and electrification of fleets; neighborhood speed management, and person carrying capacity improvements (rather than adding capacity for vehicles). Lower priority will be given to investments in quality of life improvements, such as sound walls. The county will prioritize transportation investments based on several criteria, including, multimodal operational efficiency, safety, partnership opportunities, maintenance, and resilience. The city and county will manage and price any additional significant regional single-occupancy vehicle road capacity to provide reliable and rapid travel times for transit, high-occupancy vehicle lanes and other carsharing options.</p>
6.13	Integration of Land Use & Transportation with Sustainability Initiatives	Access Management & Parking	<p>The city considers vehicular and bicycle parking as a component of a total access system for all modes of transportation (bicycle, pedestrian, transit and vehicular). Such parking will be consistent with the desire to reduce single-occupant vehicle travel, balance the use of public spaces, consider the needs of residential and commercial areas and address neighborhood parking impacts. The city will accommodate parking demands in the most efficient way possible with the minimal necessary number of new spaces and promote parking reductions through a variety of tools, including parking maximums, shared parking, unbundled parking, parking districts and transportation demand management programs. The city will expand and manage parking districts based on SUMP principles (shared, unbundled, managed and paid) to support transportation and GHG reduction goals as well as broader sustainability goals, including economic vitality and neighborhood livability.</p>
6.14	Integration of Land Use & Transportation with Sustainability Initiatives	Transportation Impacts Mitigated	<p>Transportation or traffic impacts from a proposed development that cause unacceptable transportation or environmental impacts, or parking impacts, to surrounding areas will be mitigated. All development will be designed and built to be multimodal and pedestrian-oriented and include TDM strategies to reduce the vehicle miles traveled generated by the development.</p> <p>Supporting these efforts, new development will provide continuous multimodal networks through the development and connect these systems to those surrounding the development. The city and county will provide tools and resources to help businesses manage employee access and mobility and support public-private partnerships, such as transportation management organizations, to facilitate these efforts.</p>

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6.15	Integration of Land Use & Transportation with Sustainability Initiatives	Concurrent Land Use & Transportation Planning	Overall citywide transportation and land use planning will continue to be coordinated. Future major changes to the Land Use Map and policies of this plan and the TMP should, to the extent practicable, be coordinated, modeled and evaluated concurrently.
6.16	Integration of Land Use & Transportation with Sustainability Initiatives	Integrated Planning for Regional Centers & Corridors	<p>Land use in and surrounding the three intermodal regional centers (i.e., Downtown Boulder, the University of Colorado and the Boulder Valley Regional Center, including at Boulder Junction) will support their function as anchors to regional transit connections and Mobility Hubs for connecting a variety of local travel options to local and regional transit services.</p> <p>The land along multimodal corridors, the major transportation facilities that provide intra-city access and connect to the regional transportation system, will be designated as multimodal transportation zones where transit service is provided on that corridor. In and along these corridors and centers, the city will plan for a highly connected and continuous transportation system for all modes, identify locations for mixed- use and higher-density development integrated with transportation functions, emphasize high- quality urban design and pedestrian experience, develop parking maximums and encourage parking reductions.</p>
6.17	Integration of Land Use & Transportation with Sustainability Initiatives	Complete Missing Links	The city’s and county’s goal is to complete missing links in trails, paths and sidewalks, including connections to all transit stops. The city and county will work to complete missing links throughout the transportation grid through the use of connection plans and at the time of parcel redevelopment, as appropriate. Of particular interest are missing bicycle facilities and sidewalk links that connect to transit stops, recognizing that for some members of the community and workforce, transit is the primary travel option.
6.18	Integration of Land Use & Transportation with Sustainability Initiatives	Transportation Facilities in Neighborhoods	The city will strive to protect and improve the quality of life within city neighborhoods while developing a balanced multimodal transportation system. The city will prioritize improvements to access by all modes and safety within neighborhoods by controlling vehicle speeds and providing multimodal connections over vehicle mobility. The city and county will design and construct new transportation facilities to minimize noise levels to the extent practicable. Neighborhood needs and goals will be balanced against the community necessity or benefit of a transportation improvement. Additionally, the city will continue its neighborhood parking permit (NPP) programs to seek to balance access and parking demands of neighborhoods and adjacent traffic generators.

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6.19	Integration of Land Use & Transportation with Sustainability Initiatives	Transportation Infrastructure to Support Walkable 15-Minute Neighborhoods	The city will continue to build improvements to transportation facilities in neighborhoods that create a variety of neighborhood supporting activities and infrastructure within approximately a one-quarter-mile walk radius where residents and employees can fulfill more of their daily needs through safe, healthy and convenient walking and biking. Such infrastructure also has health and fuel consumption-reducing benefits.
6.20	Integration of Land Use & Transportation with Sustainability Initiatives	Neighborhood Streets & Alleys Connectivity	The city recognizes neighborhood streets and alleys as part of the public realm and will plan a well-connected and fine-grained pattern to facilitate public access, promote safe and convenient travel for all, disperse and distribute vehicle traffic and maintain character and community cohesion. The city recognizes alleys in historic districts as particularly important for maintaining character and providing travel routes for pedestrians and bicycles.
6.21	Integration of Land Use & Transportation with Sustainability Initiatives	Mobility Hubs	As guided by the TMP, the city will establish Mobility Hubs that provide seamless integration between transit and pedestrian and bicycle facilities, car/ridesharing and a context- appropriate parking supply for people of all physical abilities. The city will encourage Mobility Hubs to emphasize excellent pedestrian infrastructure within a quarter- to half-mile walk shed, connections to the bicycle network and high-quality urban design of structures and public spaces.
6.22	Other Transportation Policies	Improving Air Quality & Reducing Greenhouse Gas Emissions	Both the city and county are committed to reductions in GHG emissions, with the city committing to an 80 percent reduction from 2005 levels by 2050 and the county committing to a 45% reduction by 2030 and a 90% reduction by 2050. The city and county will design the transportation system to minimize air pollution and reduce GHG emissions by promoting the use of active transportation (e.g., walking and bicycling) and low-emission transportation modes and infrastructure to support them, reducing auto traffic, encouraging the use of fuel-efficient and clean-fueled vehicles that demonstrate air pollution reductions and maintaining acceptable traffic flow.
6.23	Other Transportation Policies	Municipal Airport	Boulder Municipal Airport is a general aviation airport that has been in existence since 1928. The airport will continue to ensure it meets the needs of the community by providing a safe environment for aviation business and business-related travel, scientific and research flights, recreation and tourism, flight training and vocational education, aerial fire-fighting, emergency medical flights as well as flood and other disaster-related support for the city and county. The city will seek to mitigate noise, safety and other impacts of airport operation while assuring that new development in proximity will be compatible with existing and planned use of the airport. At the time of the next Airport Master Plan, the city will work with the community to reassess the potential for developing a portion of the airport for housing and neighborhood-serving uses.

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6.24	Other Transportation Policies	Emergency Response Access	The city and county will continue to assess and develop solutions to coordinate transportation policies, infrastructure planning and response plans in the event of a disruption or emergency.
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CURRENT BVCP POLICY (HOUSING)			
Policy #	Topic Area	Policy Heading	Policy Text
7.01	Support Community Housing Needs	Local Solutions to Affordable Housing	The city and county will employ local regulations, policies and programs to meet the housing needs of low, moderate and middle-income households. Appropriate federal, state and local programs and resources will be used locally and in collaboration with other jurisdictions. The city and county recognize that affordable housing provides a significant community benefit and will continually monitor and evaluate policies, processes, programs and regulations to further the region’s affordable housing goals. The city and county will work to integrate effective community engagement with funding and development requirements and other processes to achieve effective local solutions.
7.02	Support Community Housing Needs	Affordable Housing Goals	The city will study and consider substantially increasing the proportion of housing units permanently affordable to low-, moderate- and middle-income households beyond our current goal of at least ten percent of the housing stock for low and moderate incomes. The city will also increase the proportion of market-rate middle-income housing, as described in the Middle Income Housing Strategy. These goals are achievable through regulations, financial subsidies and other means. City resources will also be directed toward maintaining existing permanently affordable housing units and increasing the stock of permanent affordable housing through preservation of existing housing
7.03	Support Community Housing Needs	Populations with Special Needs	The city and county will encourage development of housing for populations with special needs, including residences for people with disabilities, populations requiring group homes or other specialized facilities and other vulnerable populations, to be dispersed throughout the community. The city will serve these populations by providing additional city subsidies that are achievable through the city’s inclusionary housing program and specifically through the cash-in-lieu component. The location of such housing should be in proximity to services and transportation options appropriate for the population housed. Efforts will be made to avoid concentration of these homes in one area.
7.04	Support Community Housing Needs	Strengthening Community Housing Partnerships	The city and county will create and preserve non- profit and private sector partnerships dedicated to community housing needs by supporting nonprofit agencies and private entities that create and maintain permanently affordable housing in the community. The city and county recognize the role of the university in the housing market and encourage the University of Colorado and other post-secondary institutions in their efforts to increase the amount of on-campus housing.

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7.05	Support Community Housing Needs	Addressing Homelessness	The city and county will work to ensure that residents, including families and individuals, have opportunities to achieve or maintain a safe, stable home in the community. The city and county will effectively use resources within a coordinated and integrated system. Solutions will consider the diversity of people experiencing homelessness and their unique needs in community planning and support the advancement of resilience, self- sufficiency and independence.
7.06	Support Community Housing Needs	Strengthening Regional Housing Cooperation	Affordable housing is a regional issue that requires the city and county to work with neighborhoods and other public and private partners to develop and innovate regional housing solutions. The city and the county will work to enhance regional cooperation on housing issues to address regional housing needs and encourage the creation of housing in proximity to regional transit routes. Such efforts include the Regional HOME Consortium, the Boulder County Consortium of Cities, the County Regional Housing Partnership, and the Homeless Solutions for Boulder County.
7.07	Preserve & Enhance Housing Choices	Mixture of Housing Types	The city and county, through their land use regulations and housing policies, will encourage the private sector to provide and maintain a mixture of housing types with varied prices, sizes and densities to meet the housing needs of the low-, moderate- and middle-income households of the Boulder Valley population. The city will encourage property owners to provide a mix of housing types, as appropriate. This may include support for ADUs/OAUs, alley houses, cottage courts and building multiple small units rather than one large house on a lot.
7.08	Preserve & Enhance Housing Choices	Preserve Existing Housing Stock	The city and county, recognizing the value of their existing housing stock, will encourage its preservation and rehabilitation through land use policies and regulations. Special efforts will be made to preserve and rehabilitate existing housing serving low-, moderate- and middle- income households. Special efforts will also be made to preserve and rehabilitate existing housing serving low-, moderate- and middle- income households and to promote a net gain in affordable and middle-income housing.
7.09	Preserve & Enhance Housing Choices	Preservation & Development of Manufactured Housing	Recognizing the importance of manufactured housing as an option for many households, the city and county will encourage the preservation of existing mobile home parks and the development of new manufactured home parks, including increasing opportunities for resident-owned parks. If an existing mobile home park is found to have health or safety issues, every reasonable effort will be made to reduce or eliminate the issues, when feasible, or to help mitigate for the loss of housing through re-housing of affected households.
7.10	Preserve & Enhance Housing Choices	Housing for a Full Range of Households	The city and county will encourage preservation and development of housing attractive to current and future households, persons at all stages of life and abilities, and to a variety of household incomes and configurations. This includes singles, couples, families with children and other dependents, extended families, non-traditional households and seniors.

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7.11	Preserve & Enhance Housing Choices	Balancing Housing Supply with Employment Base	The Boulder Valley housing supply should reflect, to the extent possible, employer workforce housing needs, locations and salary ranges. Key considerations include housing type, mix and affordability. The city will explore policies and programs to increase housing for Boulder workers and their families by fostering mixed-use and multi-family development in proximity to transit, employment or services and by considering the conversion of commercial- and industrial-zoned or -designated land to allow future residential use.
7.12	Preserve & Enhance Housing Choices	Permanently Affordable Housing for Additional Intensity	The city will develop regulations and policies to ensure that when additional intensity is provided through changes to zoning, a larger proportion of the additional development potential for the residential use will be permanently affordable housing for low-, moderate- and middle-income households.
7.13	Integrate Growth & Community Housing Goals	Incorporating Mix of Housing in Future Service Area	In considering future expansion of the Service Area, the city will identify possible sites for housing that serve low-, moderate- and middle- income households. Designation of land uses in new growth areas will provide for a mixture of housing types, sizes and densities to meet the diversity of housing needs.
7.14	Integrate Growth & Community Housing Goals	Conversion of Residential Uses in the Community	The city will evaluate and revise regulations to reduce the opportunities for the conversion of residential uses to non-residential uses or to require mitigation for residential units lost through the redevelopment of existing housing or the conversion of a residential use to non-residential uses.
7.15	Integrate Growth & Community Housing Goals	Integration of Permanently Affordable Housing	Permanently affordable housing, whether publicly, privately or jointly developed and financed will be dispersed throughout the community. Where appropriate, the city will encourage new and affordable units provided on the site of and integrated into new housing developments.
7.16	Integrate Growth & Community Housing Goals	Minimizing Displacement	The city will evaluate its policies and regulations in order to minimize the negative effects of displacement on low-income persons when housing sites are redeveloped by the private sector. Available relocation assistance options in the community will continue to be offered to displaced, low-income persons.
7.17	Integrate Growth & Community Housing Goals	Market Affordability	The city will encourage and support efforts to provide market rate housing priced to be more affordable to middle-income households by identifying opportunities to incentivize moderately sized and priced homes.

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CURRENT BVCP POLICY (COMMUNITY WELL-BEING & SAFETY)			
Policy #	Topic Area	Policy Heading	Policy Text
8.01	Human Services	Providing for a Broad Spectrum of Human Needs	The city and county will develop and maintain human services programs that provide for the broad spectrum of human needs. An emphasis will be placed on supporting best practices and evidence-based programs that build upon community resilience through increased self- reliance and self-sufficiency. Using a resilience framework will help individuals avoid crisis and recover more quickly following emergencies, which will in turn reduce the community’s long- term costs of providing services. Planning for services will balance meeting emergency and short-term needs with long-term solutions and support for critical social issues.
8.02	Human Services	Regional Approach to Human Services	The city and county will continue their collaborative roles in human services planning and funding through partnerships with other agencies and local governments as well as shared data and reporting that offers easy access for community residents and facilitates data- driven decision-making. The city and county will use a regional approach to policy and program development. The city and county will seek to build partnerships with surrounding communities and the region, which will help address the often-disproportionate service burden placed on Boulder as a key regional center.
8.03	Social Equity	Equitable Distribution of Resources	The city and county will work to ensure that human services are accessible, available and affordable to those most in need. The city and county will consider the impacts of policies and planning efforts on low- and moderate- income and special needs populations regardless of immigration status and ensure impacts and costs of sustainable decision-making do not unfairly burden any one geographic or socioeconomic group in the city. The city and county will consider ways to reduce the transportation burden for low-income, older adult and disabled populations regardless of immigration status and enable equal access to community infrastructure. The city recognizes that equitable access to employment opportunities is an important element to economic mobility.
8.04	Social Equity	Addressing Community Deficiencies	The city and county will use community feedback in conjunction with robust data resources to identify barriers to development and provision of important basic human services and will work closely with community partners and non- profits to find solutions to critical deficiencies.
8.05	Social Equity	Diversity	The community values diversity as a source of strength and opportunity. The city and county will support inclusion of racial, ethnic, socioeconomic, and cultural diversity into physical, social, cultural and economic environments. Furthermore, the city and county will promote opportunities for community engagement and formal and informal representation of diverse community members in civic affairs. The city and county value, embrace and promote diversity in all of their hiring and employment practices.
8.06	Social Equity	Mutual Respect	The city and county value all residents and visitors and promote mutual respect. The city and county strive to ensure community members are safe from discrimination and physical violence.

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8.07	Safety & Community Health	Safety	The city and county promote safety by fostering positive neighborhood and community relations, building a sense of community pride and involvement and promoting safe and attractive neighborhoods. The city and county will provide police and fire protection, emergency management services and preparedness education to ensure a safe community. The city and county will adjust public safety service delivery to respond to changing community needs, including those resulting from demographic changes and redeveloping and urbanizing areas, to support safe, livable neighborhoods and vibrant business districts.
8.08	Safety & Community Health	Health & Well-Being	The city and county strive to ensure that the community continues to be a leader in promoting physical, mental and social well- being of community members, and will support recreational, cultural, educational and social opportunities. The city and county recognize that healthy diet and physical activity are essential to individual and community well- being. Neighborhood and community design will encourage physical activity and healthy eating by establishing easy access to parks and trails, opportunities to purchase healthy foods and locating activity centers close to where people live, work and attend school.
8.09	Safety & Community Health	Resilience in Public Safety & Risk Prevention	The city and county will provide focused efforts around public safety, risk prevention and early intervention. Working with the community, the city and county will strive to prepare all segments of the community for uncertainty and disruptions by encouraging community and individual preparedness and creating a culture of risk awareness. The city and county will prepare for, respond to and manage wildfire hazards by implementing wildland-urban interface regulations and developing, updating and implementing multi-hazard mitigation programs and plans.
8.10	Safety & Community Health	Community Connectivity & Preparedness	The city and county will foster social and community connectivity and communications that promote well-being, deepen a sense of community and encourage civic participation and empowerment. The city and county recognize that supporting connections in the community also enhances preparedness and improves the ability to respond and recover when emergencies happen.
8.11	Community Infrastructure & Facilities	Planning for School Sites & Facilities	The city and county will assist the Boulder Valley School District in its planning efforts to assure that the number, size and location of school lands and facilities is adequate to serve the population for the near future. The city and county will consider current and projected school enrollment and available school capacities when approving the type, scale and timing of residential development. The city and county will work with the school district to consider transportation impacts when planning for school sites and facilities.
8.12	Community Infrastructure & Facilities	Accessibility to Schools	The city and county will work with the Boulder Valley School District to develop safe and convenient pedestrian, bicycle and transit access for students to existing and new schools. New school facilities will be located so that school-age children have the opportunity to arrive safely on their own.
8.13	Community Infrastructure & Facilities	Support for Community Facilities	The city and county recognize the importance of educational, health, cultural and non-profit community agencies that provide vital services to the residents of the Boulder Valley and will work collaboratively with these agencies to reasonably accommodate their facility needs and consider location based on transportation accessibility or other needs.

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8.14	Community Infrastructure & Facilities	City Parks & Recreation	<p>Parks and recreation facilities provide one of the most effective ways to build a person’s sense of community and quality of life, especially in redeveloping areas and in the revitalization of neighborhoods in the city. Parks and recreation programs and facilities will continue to provide for a well-balanced and healthy community by providing a range of activities that support mental and physical health through high-quality programs and services that meet the needs of the community. Such facilities and services will be designed in a manner that responds to the needs of the intended users.</p>
8.15	Community Infrastructure & Facilities	City Parks as Gathering Spaces	<p>The city will strive to ensure its public parks within residential areas are gathering places for neighbors and community members to build relationships and social ties that encourage safety and support within neighborhoods. These spaces will be planned and managed to remain clean, open, safe and accessible to neighbors and build strong social capital, which is the backbone of a resilient and engaged community.</p>
8.16	Community Infrastructure & Facilities	Trail Functions & Locations	<p>The city and county recognize that trails are an important part of Boulder’s community identity and serve to achieve accessibility goals and connect humans and the natural environment. Trails serve a variety of functions such as exercise, recreation, transportation, education and/ or environmental protection. Trails should be designed and managed to provide a safe and enjoyable experience and to minimize conflicts among trail users. Trails should be designed for physical and environmental sustainability, well- signed, monitored and adequately maintained to encourage on-trail travel. Informal trails, the widening of trails by users and off-trail use should be discouraged and/or eliminated. Trail and trailhead locations, alignments and access requirements should be planned based on area- and trail-specific activities, experiences and environmental conditions. Trail and trailhead planning should minimize environmental impacts consistent with the comprehensive plan’s Natural Environment policies and enhance recreational opportunities, non-motorized transportation and quality of life. Trailheads should be located so they are convenient and safe for those arriving by alternate modes of transportation as well as automobiles.</p>
8.17	Community Infrastructure & Facilities	Trails Network	<p>The city and county recognize regional connectivity of parks, greenways, trails, open spaces, residential areas and employment centers is important to reduce traffic congestion, reduce parking demand, enhance opportunities for long-distance transportation and recreation experiences, increase accessibility, disperse use and crowding impacts on users, neighborhoods and ecosystems and reduce generation of greenhouse gases and other air pollutants.</p> <p>The city and county will coordinate with other trail providers and private landowners in trail system planning, construction, management and maintenance. Where compatible with environmental protection goals and easement agreements, trail connections will be developed to enhance local access to trails and overall functioning of the trails network. The city and county strive to connect trail systems and expand connections to adjacent trail systems to further regional connectivity.</p>

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8.18	Community Infrastructure & Facilities	Libraries	Library facilities and services of the Boulder Valley will be responsive to the needs of all populations, providing an adequate range of informational, educational and intellectual opportunities for all residents.
8.19	Community Infrastructure & Facilities	Information Resource/Community Center	The city will facilitate access to information through a variety of formats providing materials, technology and services to enhance the personal development of the community’s residents. In its role as the community’s public and civic information center, the library will provide venues for community group meetings and resources and services to meet the needs of the community’s multicultural and special populations. Other community gathering spaces and information sources include the city and county websites, municipal buildings and recreation and senior centers.
8.20	Community Infrastructure & Facilities	Education Resources	The city will seek to provide educational, cultural and literacy resources and opportunities for the community. The city will develop and maintain resources to assist learners and students of all ages, including support for formal education programs, and provide public workspaces and independent learning resources. The city will develop collaborative relationships with community educational institutions and function as a research center for residents.
8.21	Community Infrastructure & Facilities	Arts & Cultural Facilities	The city and county recognize the ability of cultural facilities and activity to positively contribute to community members’ well-being, sense of community and cultural understanding. The city and county will encourage the provision of venues and facilities for a wide range of arts and cultural expression that are available and affordable to everyone. The city supports neighborhood- serving arts and cultural amenities, including public sculptures, murals, plazas, studio space and community gathering spaces.
8.22	Community Infrastructure & Facilities	The Arts & Community Culture	The city and county recognize and support the arts and community members’ easy access to cultural experiences. Arts and culture advance civic dialogue, awareness and participation, contribute to people’s authentic expression of diversity and promote community inclusion. The city and county will encourage a rich mix of cultural offerings by supporting cultural organizations, artists, the expression of culture and creativity in the public realm and Boulder’s cultural destinations.
8.23	Community Infrastructure & Facilities	Public Art	The city and county recognize the importance of public art and the environmental vibrancy it instills. The city and county will build a thriving public art program to encourage the installation of art in public buildings and spaces.

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CURRENT BVCP POLICY (AGRICULTURE & FOOD)			
Policy #	Topic Area	Policy Heading	Policy Text
9.01		Support for Agriculture	<p>The city and county encourage the preservation of working agricultural lands and sustainable production of food on them to the degree they provide cultural, environmental, economic and resilience benefits to the community. These uses are important for preserving the rural character and agriculture in Area III. The city and county will demonstrate and encourage the protection of significant agricultural areas and related water supplies and facilities, including the historic and existing ditch systems, through a variety of means, which may include public acquisition, land use planning and sale or lease of water for agricultural use. The city and county will emphasize the importance of sustainable water use. The city and county will support farmers and ranchers in this area as they negotiate the challenges of operating in a semi-arid environment that is often near residential areas.</p>
9.02		Urban Gardening & Food Production	<p>The city encourages integration of community and private gardens in the city. City incentives include allowing flexibility and/or helping to remove restrictions for food production and sales on private lands and in shared open spaces and public areas. City incentives also include encouraging rooftop gardens and composting and planting of edible fruit and vegetable plants where appropriate.</p>
9.03		Sustainable Food Production & Agriculture Practices	<p>The city and county will promote sustainable food production and agricultural practices on publicly- owned lands and will encourage them on private lands. Sustainable practices include food production methods that integrate ecological conservation objectives, enhance soil health, responsibly use water and quality protection, provide for pollinator and beneficial insect habitat, are respectful to workers, are humane to animals, provide fair wages to farmers, integrate whole farm planning and support the Boulder Valley farming community. These can include a range of production types that take into account land suitability, water availability, invasive species, energy use and labor and capital needs.</p>
9.04		Soil Health & Soil Carbon Sequestration	<p>The city and county will consider strategies to enhance soil health and will explore and evaluate strategies to sequester soil carbon on certain agricultural lands. The city and county recognize that there is baseline work to be done, such as conducting research and literature reviews, identifying relevant information gaps, conducting baseline soil health tests and determining if and how OSMP and county Parks and Open Space tilled lands best offer opportunities to address carbon sequestration, beginning with limited experimentation in tilled lands. The city and county also encourage the private sector to practice soil carbon sequestration.</p>
9.05		Access to Healthy Food	<p>The city and county will support cooperative efforts to establish locations throughout the community and region where locally grown vegetables, fruits, and meats can be sold directly to residents. Such efforts include working to identify locations or develop facilities to allow one or more year-round farmers’ markets, developing policies that support existing markets and community goals, sales of produce from small community gardens and working with local partners on food programs. The city and county support increased growth, sales, distribution and consumption of foods that are healthy, sustainably produced and locally grown for all the Boulder Valley residents with an emphasis on affordable access to and long-term availability of food. The city and county recognize the importance of the role of education in building support for urban and agricultural local food production.</p>
9.06		Food System Resilience	<p>The city promotes and supports a more resilient Boulder County food system. To ensure food security in the community, the local food system must be able to respond and adapt to uncertainties, including climate change impacts, degraded soil health and drought and disruptions to the larger regional and national food production, delivery and supply system. The city will explore local food system vulnerabilities, assess the local productive capacity to buffer future shocks and develop solutions to address them, particularly as they relate to ensuring the food security of the community’s most vulnerable residents.</p>
9.07		Regional Efforts to Enhance the Food System	<p>The city and county will participate in regional agricultural efforts and implement recommendations at a local level to the extent appropriate and possible.</p>

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CURRENT BVCP POLICY (LOCAL GOVERNANCE & COMMUNITY ENGAGEMENT)			
Policy #	Topic Area	Policy Heading	Policy Text
10.01		High-Performing Government	The city and county strive for continuous improvement in stewardship and sustainability of financial, human, information and physical assets. In all business, the city and county seek to enhance and facilitate transparency, accuracy, efficiency, effectiveness and quality customer service. The city and county support strategic decision-making with timely, reliable and accurate data and analysis.
10.02		Community Engagement	<p>The city and county recognize that environmental, economic and social sustainability of the Boulder Valley are built upon full involvement of the community. The city and county support better decision-making and outcomes that are achieved by facilitating open and respectful dialogue and will actively and continually pursue innovative public participation and neighborhood involvement. Efforts will be made to:</p> <p>1Use effective technologies and techniques for public outreach and input;</p> <p>2Remove barriers to participation;</p> <p>3.Involve community members potentially affected by or interested in a decision as well as those not usually engaged in civic life; and</p> <p>4Represent the views or interests of those less able to actively participate in the public engagement process, especially vulnerable and traditionally under-represented populations.</p> <p>Therefore, the city and county support the right of all community members to contribute to governmental decisions through continual efforts to maintain and improve public communication and the open, transparent conduct of business. 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 impacts and/ or benefits to the community.</p>
10.03		Communication Capacity for Resilience	The city and county recognize that engaged communities and residents are better prepared to support themselves in the event of a disruption and encourage community engagement in conjunction with risk education and preparedness. The city and county will continue to support ongoing, robust communication and outreach to communities and vulnerable residents to educate and prepare for disruption.

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10.04	Informed Community	The city and county commit to gathering and sharing information to support and encourage open, participatory government and an informed community. To encourage vibrant public discourse, the city and county strive to provide participants with the information they need to participate in a meaningful way. The city and county strive to ensure high-quality language services in order to communicate effectively with limited English-proficient residents.
10.05	Support for Volunteerism	The city recognizes the value of community volunteers to help achieve the organization and community goals. The city supports volunteer programs that engage residents to improve their community and participate in addressing local issues. City volunteer programs connect residents with city staff to enhance programs and policies while improving community relations. These programs are intended to be mutually beneficial, offering skills and experience for volunteers and assisting staff with reaching community goals.
10.06	Youth Engagement	The city and county support youth engagement and partner with organizations in the community to offer opportunities to youth for civic engagement and education. This activity is intended to foster innovative thinking and leadership.