

Use Standards and Table Phases One and Two

Land Use Code Amendment
 Project Charter – *Working Draft*

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Project Purpose & Goals

Background

In its 2018 Annual Letter to City Council, the Planning Board identified use tables and associated code revisions as a priority item for Land Use Code updates in 2018. The goal of the revisions included:

- Simplifying the Use Table and streamlining the regulations where possible, making the Use Standards and Table more understandable and legible.
- Creating more predictability and certainty in Chapter 9-6 Use Standards of the Land Use Code.
- Aligning the Use Table and permitted uses with the Boulder Valley Comprehensive Plan (BVCP) goals, policies and land use designations.
- Identifying community-desired land use gaps in the Use Standards and Table, and better enabling the desired land uses in identified neighborhoods as well as in commercial and industrial districts.

The Planning Board appointed a subcommittee comprised of Planning Board members in 2018 to guide the project and make recommendations on potential changes. Phase One of the project was completed in Q4 2019, with a focus on updating the uses and use standards for the zoning districts within the federally designated Opportunity Zone. The current project will focus on the remaining zoning districts of the city as Phase Two.

Problem/Issue Statement

The Land Use Code's Chapter 9-6, "Use Standards" may be out of alignment with the intent of the Boulder Valley Comprehensive Plan (BVCP) goals, policies and land use designations, and are not achieving desired development and community outcomes.

Project Purpose Statement

Bring Chapter 9-6, "Use Standards" of the Land Use Code, into greater alignment with the BVCP policies and the city's priorities, to better enable desired development outcomes throughout the city and to more effectively support the goals and desired outcomes of the BVCP.

Guiding BVCP Policies

The project is guided by BVCP policies, identified by the subcommittee at the beginning of the project. Please see the end of the project charter for the full list of relevant BVCP policies identified by the project subcommittee. Some key BVCP policies that guide this project include:

2.14 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 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.

2.19 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.

2.21 Light Industrial Areas

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

2.24 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.

Goals and Areas of Consideration

The Areas of Consideration were established by the Use Table subcommittee in 2018/2019 and were reviewed by the public during community engagement efforts. In late 2019, the Planning Board subcommittee updated and confirmed these areas of consideration. The following graphic summarizes these areas.

Use Table Subcommittee: Areas of Consideration

Support Mixed-Use Nodes Along Corridors

- Allowing more retail/active uses in the Public (P) zones.
- Increase the diversity of uses found in neighborhood centers, both existing and new.

Encourage 15-Minute Neighborhoods and Walkability

- The potential for 15-minute neighborhoods and use table changes to encourage them in all types of districts (residential, commercial, industrial), acknowledging transportation barriers may exist.
- Changing prohibited uses to Use Review (U) where certain uses may be warranted and desired (corner coffee shops for example).
- Allowing more flexibility for non-impactful retail uses for occupations and live/work, such as selling one's art.
- Mobile Home Parks and their evolution to affordable fixed-foundation buildings, and how it may intersect with the Use Standards & Table.

Meets All Areas of Consideration

- Updating outdated use categories to meet community needs and desired land uses.
- Opportunities for mixed use that can help provide services to residents and needed housing/services/uses to non-residential and industrial areas.
- Updating the amounts of required uses where prescribed in 9-6 "Use Standards," such as residential/non-residential floor area percentages listed under the footnotes N/M of the Use Table, accounting for the holistic impacts of uses including parking.
- Allowing second floor residential in light industrial zones.
- Incorporating additional development design standards into the Chapter 9-6 specific use standards, and potentially the Use Review criteria.
- Changes to the Use Review criteria that would better serve city goals (e.g. walkability, site design).
- Changes to the Use Standards & Table that would incentivize a diversity of housing types.
- Identify community desired land uses.
- Consider how the Use Table project is beneficial, complements and intersects with other planning efforts, such as Community Benefits/East Boulder Subcommunity Plan implementation.

Incorporate Administrative and Structural Updates

- Updating outdated use categories to meet community needs and desired land uses.
- Creating new use definitions and add to appropriate zoning districts.
- Incorporating technical fixes as identified by planning and zoning staff.

OVERARCHING GOALS (BROAD / HIGH-LEVEL)

1. Encourage 15-minute neighborhoods through use table changes in all types of districts (residential, commercial, industrial), acknowledging transportation barriers may exist.
2. Support a "string of pearls" consisting of mixed-use nodes along corridors, and support walkable neighborhood centers of varying scales.
3. Incorporate administrative and structural updates to the Use Table and Use Standards for clarity, legibility, and usability.

OBJECTIVES / AREAS OF CONSIDERATION (FINER GRAINED OBJECTIVES TO HELP ACHIEVE THE GOALS)

- Update the Use Standards and Use Table to meet community needs and desired land uses (Goals 1, 2, 3)
- Identify opportunities for mixed use that can help provide services to residents and needed housing/services/uses to non-residential and industrial areas. (Goals 1, 2)
- Consider changes to the Use Review criteria that would better serve city goals (e.g., walkability, site design). (Goals 1, 2)
- Consider changes to the Use Standards & Table that would incentivize a diversity of housing types. (Goals 1, 2)

- Consider more flexibility for non-impactful retail uses for home occupations and live/work, such as selling one’s art. (Goals: 1, 2)
- Consider Mobile Home Parks and their evolution to affordable fixed-foundation buildings, and how it may intersect with the Use Standards & Table. (Goals 1, 2)
- Consider allowing more retail/active uses in the Public (P) zones. (Goals: 1, 2)
- Consider allowing second floor residential in light-industrial zones. (Goals: 1, 2)
- Consider increasing the diversity of uses found in neighborhood centers, both existing and new. (Goals: 2)
- Identify community desired land uses. (Goals: 1, 2)
- Consider how the Use Table project is beneficial, complements and intersects with other planning efforts, such as Community Benefits/East Boulder Subcommunity Plan implementation. (Goals: 1, 2, 3)

ACTION STEPS (THE METHOD, MAY BE REPEATED FOR MULTIPLE OBJECTIVES AND GOALS)

- Update outdated land use categories in the Use Table.
- Create new use definitions and add to appropriate zoning districts.
- Change desired use allowances to be more permissive (i.e., C, L, or A) as warranted.
- Create new limited uses (L) to encourage desired land uses with flexibility.
- Change prohibited uses to Use Reviews (U’s) where certain uses may be warranted and desired (corner coffee shops for example).
- Incorporate additional development design standards into the Chapter 9-6 Conditional Use and Use Review standards, and potentially the Use Review criteria.
- Incorporate technical fixes to Chapter 9-6 as identified by planning and zoning staff.
- Update the amounts of required uses where prescribed in 9-6, “Use Standards”, such as residential/non-residential floor area percentages listed under the footnotes N/M of the Use Table, accounting for the holistic impacts of uses including parking.

Phase One Outcomes

Phase One of the project focused on updating the Use Table and Standards of the Land Use Code citywide for zoning districts that coincided with the federally designated Opportunity Zone. The Phase One focus was precipitated by the Opportunity Zone moratorium adopted by City Council in 2018. Phase One of the project culminated on Oct. 29, 2019, when City Council adopted Ordinance 8337 to update the Use Tables to be more consistent with the BVCP. The focus of these changes was to:

- Reduce non-residential capacity through restricting office uses.
- Incentivize residential in appropriate locations (preferably permanently affordable housing).
- Protect and create more opportunities for retail.

While the focus of Phase One was on zoning districts within the Opportunity Zone, the changes applied to the respective zones citywide. These changes also importantly created a new use designation, “Limited Use” that created a limited standard (that could be verified through building permit) and reclassified some uses as Conditional Use or Use Review uses. Most of the Limited Uses consolidated existing regulations, with others serving to implement the desired goals outlined above. The most substantive change related to office uses in the Business Zones (BT, BR and BMS), where various office uses are now limited to a combined total of 20,000 square feet of floor area per lot, with Use Review

required if exceeding 20,000 square feet. The Oct. 29, 2019 City Council memo and ordinances can be found [online here](#).

City Council also adopted Ordinance 8358 that created an Opportunity Zone overlay district prohibiting the demolition of attached dwelling units in Census Tract 122.03 (the Opportunity Zone) for the period the tract is a qualified Opportunity Zone. Visit the [Opportunity Zone program webpage](#) for additional information.

More details about the Phase One process and public input received is described in later sections.

Phase Two Anticipated Outcomes

Staff anticipates that code changes specifically related to use regulations may include the following chapters:

- Chapter 9-5, “Modular Zone System,” if any changes are necessary to zoning districts.
- Chapter 9-6, “Use Standards,” including changes to the use table to simplify or clarify regulations or to better match the intents of the BVCP and any use standards in the chapter.
- Chapter 9-16, “Definitions,” if such change improves consistency with Chapter 9-6 and is intended to modernize the land use code.

Work Completed and Input Received 2018-2020

A summary of engagement efforts and input received is provided below.

Phase One

PLANNING STAGE | Q3/Q4 2018

- Planning Board subcommittee convened and meetings held to establish the purpose statements, and project goals defined by the subcommittee in Q2/Q3 2018
- Affected stakeholders identified
- Community Engagement Plan prepared for the project in Q3 2018
- Analysis of peer communities

SHARED LEARNING STAGE | Q1/Q2 2019

- Community Engagement through series of open houses that introduced the use table topic, potential impacts, and underlying BVCP policies with which the code changes would align
- Received feedback on the goals and areas of consideration for the project through open house events
- Through a mapping exercise on Be Heard Boulder, received feedback on what types of uses may be missing or too many of in neighborhoods live, work and play
- May 2019 City Council Study Session on what we’ve heard, and next steps in the project
- Opportunity Zone discussions and transition as a Phase One focus of the project

OPTIONS STAGE | Q3/Q4 2019

- Transition to evaluating the federally designated Opportunity Zone as a Phase One of the project– identifying options for change based on the feedback received from the public to better align the uses to the BVCP policies. This focused on increasing residential capacity and reducing nonresidential capacity.
- Targeted outreach to stakeholders solicited feedback on possible options identified
- Options analysis and recommendations developed
- City Council check-in on options and feedback received
- Feedback received at public open house on recommendations

DECISION STAGE | Q4 2019

- Planning Board recommendation for approval and public hearing
- City Council public hearing, revisions to options, recommendations
- Oct. 29, 2019 adoption of Ordinance 8337 updating the Use Tables to be more consistent with the BVCP for citywide zoning districts within the federally designated Opportunity Zone (Census Tract 122.03)
- Adoption of Ordinance 8358, creating an overlay district prohibiting demolition of attached dwelling units in federal Census Tract 122.03 for the period the tract is a qualified Opportunity Zone. Repeal of previous moratorium.

Phase Two

PLANNING STAGE | Q1/Q2 2020

- Reconfirmed the project goals, objectives, and Areas of Consideration established in Phase One with the Planning Board subcommittee.
- Reconfirmed the affected groups are citywide residents and stakeholders, particularly of the zoning districts that may have potential use changes.

SUBCOMMITTEE ANALYSIS STAGE | 2020

- The Planning Board subcommittee met over 20 times between Fall 2019 and Fall 2020 to provide direction on the phase two overarching goals, conducting detailed discussions considering updates to use categories, and informing the engagement plan and online questionnaire. The goals, areas of consideration, and focus areas are summarized earlier in this document.

OPTIONS STAGE | Q2 2020

- In the summer of 2020, the public provided input on a Be Heard Boulder questionnaire and a virtual public info session was held. A summary of the input received is below.
- Updates at Planning Board and City Council in August 2020

Due to staffing levels, the project was paused in Fall 2020. Work has now been reinitiated to continue phase two, revisiting the planning stage.

Public Input Received 2018-2020

PHASE ONE: EARLY 2019

Community engagement for the project began with a series of three open houses that introduced the use table topic, the project's potential impacts, and focused on the underlying BVCP policies the code changes were intended to align with and implement. City of Boulder staff held three code amendment open houses, which included a Use Table 101 presentation as well as large format display boards where people could provide opinions through dot voting, sticky notes, comment cards, and discussions with staff on the project's areas of consideration, and what land uses they wanted more of or less of in different areas of the city. Staff received input from over 100 people, as approximately 35 people attended each event.

Staff also had a display at the "What's Up Boulder?" event at the Jewish Community Center in East Boulder in April 2019, where about 425 community members were in attendance. Staff had detailed display boards on the project as well as handouts to educate attendees about the project. Staff also encouraged them to take the online survey detailed below.

During this period, staff has also attended four neighborhood office hours with the city's neighborhood liaison, which are publicly noticed and provide opportunities for residents to come and meet with city staff and discuss concerns and the proposed code projects. At these meetings, staff distributed handouts and encouraged people to take the online survey and discussed the project in more detail with interested members of the community.

Aside from these in-person events, a key element for Phase One feedback was the development of a project page on Be Heard Boulder with a questionnaire and mapping exercise. The questionnaire and map were promoted through an article in the Daily Camera, an article in the Community Newsletter, Nextdoor posts, Twitter posts reaching over 84,000 followers, and utility bill mailers reaching 20,000 households. Open between February and early May 2019, the questionnaire received 80 responses. In addition, respondents identified 68 places on the interactive map where they wanted to see uses introduced to support neighborhoods where daily goods, services and transit are within a 15-minute walk (about a 1/4 mile) of where people live or work.

Summary of Community Feedback

In general, through both the in-person events and the online engagement efforts undertaken in early 2019, the public responded with the **greatest support** for the following areas of consideration for the project:

- Explore updating outdated use categories to meet community needs and desired land uses.
- Explore opportunities for mixed use that can help provide services to residents and needed housing/services/uses to non-residential and industrial areas.
- Consider changing prohibited uses to Use Reviews (U) where certain uses may be warranted and desired (corner coffee shops for example).
- Consider allowing second floor residential in light-industrial zones.
- Consider changes to the Use Review criteria that would better serve city goals (e.g., walkability, site design).

- Consider changes to the Use Standards and Table that would incentivize a diversity of housing types.

The three areas of consideration with the **least support or interest** have been:

- Study updating the amounts of required uses where prescribed in 9-6, “Use Standards”, such as residential/non-residential floor area percentages.
- Explore incorporating additional development design standards into the Chapter 9-6 specific use standards, and potentially the Use Review criteria.
- Consider Mobile Home Parks and their evolution to affordable fixed-foundation buildings, and how it may intersect with the Use Standards & Table.

Respondents also provided feedback on which uses would they like to see more of, or less of, near where they live, work, and play. This tied to a mapping exercise both in-person and online where they could identify those areas.

Areas where People Live

- More: Mixed Uses and housing, neighborhood stores, walkable places - restaurants, shops and retail
- Less: Traffic, parking, large single-family homes, banks, high density housing, car dealerships and fuel stations

Areas where People Work

- More: Mixed Uses and housing, access to transit, green space, coffee and lunch spots
- Less: Traffic, parking and asphalt lots, tall buildings, banks

Areas where People Play

- More: Mixed Use, live/work, shops and restaurants, access to transit, parking, fun and kid friendly activities
- Less: Off street parking, fast-food/drive throughs

PHASE TWO: SUMMER 2020

As noted above, the project shifted to a focus on the Opportunity Zone area for the remainder of 2019, with public meetings at the Planning Board and City Council throughout the development and ultimate adoption of regulations. The Planning Board subcommittee continued to meet and provide feedback and direction for the project throughout 2019 and most of 2020. The next major round of public engagement for the overall project took place in July and August 2020. This engagement was informed by the subcommittee’s feedback as well as the public who attended subcommittee meetings.

Due to the COVID-19 pandemic, all outreach was complete virtually and utilized the city’s online engagement platform, Be Heard Boulder. An online public information session was held on July 27, consisting of a presentation by staff on the code amendment projects (including the Use Table and Standards Phase Two), with a question-and-answer session for the public to receive more information, and directing the community to provide feedback via an online questionnaire.

The online questionnaire was open for responses from early July through late August and focused on key questions and topics identified by the subcommittee. The questionnaire included background

information, key definitions, and reference maps, and presented a series of questions that were organized around the overarching goals for phase two of the project:

- Supporting mixed-use neighborhood centers (or string-of-pearls),
- Encouraging 15-minute neighborhoods, and
- Incorporating structural changes to streamline the Use Table.

The webpage on Be Heard Boulder was visited by nearly 300 people, and 82 people responded to the questionnaire.

Summary of Community Feedback

Neighborhood Centers

- 76% of respondents indicated they would be open to use standard changes that encourage a greater mix of uses in neighborhood centers, with an additional 13% indicating they were “maybe” open, and 7% indicated “no”.
 - There was broad support for a variety of uses, including restaurants and coffee shops, retail uses, and personal services.
 - Respondents who chose residential housing indicated they were open to a mix of housing types including duplexes/triplexes, townhouses, cottages, condos/apartments, and single-family houses.
- Walkable or bike access was the most important element to have in a neighborhood center, followed by human-scaled building design.

15-minute Neighborhoods

- Approximately 71% of the respondents indicated they would be open to having uses and establishments like the images included in the questionnaire, within a 15- minute walking distance from their home or workplace if limited in scale and number. An additional 11% indicated they were “maybe” supportive, and 8% indicated “no”.
 - There was broad support for a variety of uses, including small restaurants and coffee shops, small grocers, small retail uses, residential housing, and personal services.
 - Respondents who chose residential housing indicated they were open to a mix of housing types, with responses most open to duplexes/triplexes, townhouses, and cottages.
- Sentiments were fairly evenly split (between yes, no, and maybe) whether additional zoning restrictions should be considered for additional 15 -minute neighborhood uses, with 38% indicating “yes,” 29% indicating “no,” and 33% indicating “maybe.”
- The additional restrictions with the most support indicated were:
 - Require additional bike parking to encourage bike access
 - Limit vehicle parking to encourage walking or bike access
 - Limit the size of establishments (ex. 500 square feet, 1,000 square feet, etc.)
 - Limit to multi-modal corridors (streets that carry traffic through a neighborhood with bike facilities and transit access)

- The majority of respondents agreed (somewhat or definitely) that the city should allow more flexibility for live / work uses, artist studios and galleries, and small-scale performance venues citywide.
- The majority of respondents indicated that the city should consider allowing additional residential, retail, and restaurant uses in the light industrial areas to foster mixed-use walkable neighborhoods, with the strongest support for additional restaurant uses, followed by retail and then residential.

Streamlining the Use Standards and Table Structure

Approximately 60% of respondents were open to simplifying the Use Table by streamlining the number of similar uses such as office use categories and restaurant use categories, with an additional 27% indicating “maybe” and 10% indicating “no.”

Project Timeline

Phase Two – 2021 Restart

PLANNING STAGE | Q4 2021

- Establish the Phase Two Community Engagement Plan – continuation / new phase of community engagement involving other zoning districts not covered during Phase One code changes.
- Build on the community input received through engagement efforts in 2019 and 2020.
- Citywide engagement efforts with feedback on Use Table issue identification, informing options development, subsequent feedback on options and ultimate recommendations.

Deliverables

- *Use Table subcommittee meetings and meeting summaries*
- *Updated Phase Two Community Engagement Plan*

MODULE ONE: FUNCTIONAL FIXES | Q1/Q2 2022

- First batch of use table changes – functional fixes
- Engagement for these – targeted to focus groups
- Internal staff stakeholder engagement
- Reconvene Planning Board subcommittee to discuss functional fixes, all meetings open and noticed to the public.
- Draft ordinance language for proposed code changes
- Develop and promote virtual engagement opportunities to provide feedback on draft
- Convey public feedback to the subcommittee, Planning Board and City Council
- Planning Board and City Council study sessions
- Goal of Spring 2022 adoption

Deliverables

- *Use Table subcommittee meeting and meeting summaries*

- *Peer research summary for some uses*
- *Updated Be Heard Boulder site*
- *Update project website with key issues and information*
- *Continued work with stakeholders and conduct targeted outreach as needed*
- *Module One engagement summary*
- *Engagement evaluation*
- *Memorandums to Planning Board, City Council, and meeting materials*
- *Post adoption communication to public and stakeholders*

MODULE TWO: INDUSTRIAL/EAST BOULDER | Q2/Q3 2022

- Second batch of use table changes focused on uses in Industrial districts, implementation of the East Boulder Subcommunity Plan
- Develop and promote virtual engagement opportunities, open houses, and other methods
- Continue subcommittee meetings to discuss changes in industrial areas
- Walking tours
- Goal to adopt in Fall 2022

Deliverables

- *Use Table subcommittee meeting and meeting summaries*
- *Updated project website with key issues*
- *Module Two engagement summary*
- *Memorandum to Planning Board, City Council, and meeting materials*
- *Engagement evaluation*
- *Post adoption communication to public and stakeholders*

MODULE TWO: NEIGHBORHOODS | Q4 2022/Q1 2023

- Third batch of use table changes focused on changes to support 15-minute neighborhoods
- Share the issues and ideas the subcommittee has identified with the public at open houses/walking tours in areas where possible changes could occur, and listen to additional issues and ideas from the public
- Continue subcommittee meetings to review options, provide feedback
- Develop and promote virtual engagement opportunities, open houses, and other methods
- Planning Board, City Council study session on preliminary options – Summer 2022
- Goal to adopt early 2023

Deliverables

- *Use Table subcommittee meeting and meeting summaries*
- *Updated project website with key issues and information*
- *Updated Be Heard Boulder site*
- *Module Three engagement summary*
- *Memorandum to City Council, and meeting materials*
- *Engagement evaluation*
- *Post adoption communication to public and stakeholders*

POST ADOPTION & PROCESS ASSESSMENT | Q1/Q2 2023

- Communicate with public and stakeholders about changes that occurred
- Debrief successes and challenges encountered
- Identify what worked and what didn't
- Evaluate the degree adopted changes accomplished the project's goals

Scope of Work

Schedule

	2022												2023		
	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR
Module 1: Functional Fixes															
Module 2: Industrial/East Boulder Subcommunity Plan Implementation															
Module 3: 15-Minute Neighborhoods/Neighborhood Centers															

Module One: Functional Fixes

During module one, work will focus on undertaking a variety of improvements to the way that land uses are identified and organized. These changes will focus on the functionality of the use table and increasing its clarity and user-friendliness for the public, applicants, and staff. While the format of the table and standards will be modified and some uses may be consolidated, regulatory changes to the allowances of uses within districts will not be considered until later modules.

Use tables are a valuable tool for municipalities. They minimize the need to repeat the same uses within separate district regulations, ensure consistent terminology, reduce document length, and also allow readers to easily compare where a particular use is permitted across various districts. They also reduce the potential for inconsistencies over time as uses are updated. However, after years of amendments, the use table is now lengthy and complex and there are many opportunities for simplification.

During this module, we plan to:

- Assess and find opportunities to simplify the administration of the new “limited uses” which have increased the perceived complexity of the table
- Review outdated or rarely implemented uses for consolidation with more general categories
- Remove all qualifying language from use titles or definitions in the use table and relocate to specific use standards section, which can then be more easily revised as planning goals evolve in the future without increasing the complexity of the table
- Review and update use definitions as needed
- Incorporate additional use categories to group related uses, expanding upon the current residential and commercial use categories in the table
- Focus on simplification of restaurant and office uses and reorganization of the multiple lines in the table into specific use standards

Boulder residents provided input on some of these functional questions, such as the consolidation of restaurants and offices, during phase one of the project. Because these are more technical and functional fixes and do not change the regulatory allowances for any uses, the focus will be more on stakeholder engagement of regular users of the code (applicants, staff, Planning Board).

Target Dates:

- Planning Board check in – March 17 meeting
- Planning Board review of ordinance – May
- City Council in May/June

Module Two: Industrial/East Boulder Subcommunity Plan Implementation

Module two will be a comprehensive review of all uses and their allowances in the industrial districts. The primary intent will be to modify the code as necessary to implement the East Boulder Subcommunity Plan, while also identifying other necessary modifications to uses in the industrial districts. There may be related necessary implementation steps that come out of the plan that may be integrated into this work. The plan is anticipated to be adopted in Spring 2021 and zoning updates will be an important implementation step for the plan, which has had its own robust multi-year engagement process as well. Later industrial market studies may help to inform these changes as well.

During this module, we plan to:

- Identify and draft zoning amendments to implement the East Boulder Subcommunity Plan
- Undertake a comprehensive review of all uses in the industrial districts

As significant engagement has already taken place for the development of the subcommunity plan, the outreach at this phase will focus on drafting options for implementation of the plan and working with the public to find the option that best implements the values and policies of the plan. Engagement will be more targeted in module two and will in particular engage property owners in the industrial districts, developers or real estate brokers. Neighborhoods near the industrial districts should also be consulted. Further input could be solicited from participants of the subcommunity plan.

Module Three: 15-Minute Neighborhoods/Neighborhood Centers

In module three, the focus will shift to implementation of the Boulder Valley Comprehensive Plan policies. In particular, work will focus on the overarching goals identified by the Planning Board subcommittee, which include encouraging 15-minute neighborhoods, supporting mixed-use nodes along corridors, and supporting walkable neighborhood centers of varying scales. Updating the zoning code is an important step of implementing the comprehensive plan, which is the product of years of engagement and meaningful conversations with the community.

During this module, we plan to:

- Assess areas where the use table and standards are in conflict with the BVCP
- Incorporate significant work already done by the Planning Board subcommittee and their recommendations and areas of focus
- Review allowances and standards for uses, including a focus on:

- Restaurants
- Offices
- Personal services
- Housing types
- Live/work
- Home occupations
- Introduce new uses as needed to support policies in the plan
- Investigate areas of city that may be appropriate for small-scale mixed use
- Assess use mixes of neighborhood centers

In phase one of the project, residents provided feedback on specific uses they would like to see in their neighborhoods. That input will continue to inform this work, but substantial public engagement is needed to supplement this module as well and further refine any proposed changes. Through a variety of different engagement tools and techniques, staff will aim to understand what changes to the use table could help to implement the BVCP, while also understanding what limitations the community wants to see on these uses to foster 15-minute neighborhoods and vibrant neighborhood centers while minimizing negative externalities.

Stakeholders will also be engaged and consulted on proposed changes, with a focus on meeting people where they already have existing events or meetings, rather than creating additional separate meetings for groups to attend. Emphasis will also be placed on reaching under-represented populations in this phase of engagement, and establishing interesting and engaging techniques for engagement.

Engagement & Communication

Level of Engagement

The City of Boulder has committed to considering four possible levels when designing future public engagement opportunities (see chart in the appendix). For this project, the public will be **Consulted** on any proposed changes to the use standards and table. Public feedback will be obtained on a variety of technical code changes intended to streamline the use standards, correct discrepancies, and better align existing use standards with relevant BVCP policies.

The BVCP policies have undergone a robust public process through the adoption of the plan, so the engagement for this project will focus on seeking input on how the use table and standard changes implement the adopted policies.

Who Will be Impacted by Decision/Anticipated Interest Area

- **Residents and neighborhoods** who may be impacted from potential use changes in the neighborhoods where they live/work/play.
- **Development community**, who may be impacted from potential use changes in a variety of neighborhoods.
- **Under-represented groups** that may have an interest in use changes but may be unfamiliar with the methods to offer input.

- **City staff, City boards, and City Council** who will administer any amended Use Standards of the Land Use Code, and who will render development approval decisions.

Overall Engagement Objectives

- Model the engagement framework by using the city’s decision-making wheel, levels of engagement and inclusive participation.
- Involve people who are affected by or interested in the outcomes of this project.
- Be clear about how the public’s input influences outcomes to inform decision-makers.
- Provide engagement options.
- Remain open to new and innovative approaches to engaging the community.
- Provide necessary background information in advance to facilitate meaningful participation.
- Be efficient with the public’s time.
- Show why ideas were or were not included in the staff recommendation.
- The Planning Board subcommittee will guide and inform the project, including community engagement strategies and project recommendations.

Engagement Strategies

Due to the ongoing COVID-19 pandemic, it is assumed that the majority of engagement will be completed virtually. Where possible, staff will reconsider strategies to include in-person engagement. This plan and its strategies will be revised to accommodate in-person activities as needed.

The following engagement tools and techniques will be implemented throughout the project.

SUBCOMMITTEE MEETINGS

Purpose: The Planning Board subcommittee will be re-convened to review and provide input as Phase Two work continues. They will provide feedback on that the proposed use table and standards changes and how well they implement the BVCP and their own goals and areas of focus. All subcommittee meetings will be open to the public with notice provided, and the public will have the opportunity to learn more about how the use table and standards work and provide feedback and suggestions in this forum. Since most of the original subcommittee members are no longer on the Board, a more general focus group format and composition may be considered.

Logistics: Subcommittee meetings will meet virtually. It is anticipated that the subcommittee will reconvene in Spring 2022, providing input on Module One, with more intensive participation during Modules Two and Three.

Modules: One, Two, and Three

VIRTUAL OPEN HOUSES

Purpose: Open houses will be held virtually to provide updates on the project, present options, and receive feedback. These offer a way for the public to hear summaries of the proposed changes, ask questions of staff, and suggest modifications prior to the formal adoption process.

Logistics: Two open houses will be held during Module Two and Module Three respectively. The open houses will be held on Teams or Zoom and will include time for presentation and questions and answers. As needed, staff may develop activities for Teams or Zoom breakout rooms where the public may join to discuss specific topics that they are interested in.

Modules: Two and Three

INTERACTIVE MAPPING AND ON-DEMAND OPEN HOUSE

Purpose: The work in Modules Two and Three are well suited for interactive mapping engagement strategies. For Module Two, interactive comment maps may be developed to facilitate feedback on any industrial use changes.

For module three, staff will develop an interactive map that incorporates the current zoning map with proposed use changes, so that the public may easily explore changes that might affect their neighborhood or other areas of interest in the city. Survey questions will be integrated into the map for ease of input, and participants will be able to place pins on the map to show support or make suggestions for changes.

In addition, staff will adapt the Be Heard Boulder page as necessary to create an on-demand open house website with short summaries of the main topics that people can explore on their own time. The on-demand open house has been a common engagement tool used during the pandemic and is a website that displays the information that would typically be presented at an open house, such as boards and handouts, but on a webpage that people can access at any time. Opportunities to provide feedback on the site will also be developed such as short surveys.

Logistics: The map will be created on Be Heard Boulder and will be a featured activity on the Use Table and Standards page. Options can be explored, but it appears that the attribute table for the shapefile will need to be built accurately with the necessary details prior to placing in the Be Heard Boulder mapping program. Support from GIS staff might be necessary to create the underlying map.

Modules: Two and Three

VIDEOS

Purpose: Short videos will be developed to display on the Be Heard Boulder site and to play during any virtual open houses. These videos will summarize the project and any proposed changes.

Logistics: Staff will work with Communications staff to develop storyboards and create videos.

Modules: Two and Three

WHAT'S UP BOULDER

Purpose: What's Up Boulder is a citywide community outreach event. If the event is held in 2022, this would be a great opportunity to highlight the use table and standards work and develop ways to solicit input.

Logistics: The event has not been held virtually, so it is unknown whether this will be held in 2022.

Modules: Dependent on event timing.

LOCALIZED NEIGHBORHOOD MEETINGS

Purpose: As needed, staff will plan to attend existing neighborhood meetings to present use changes that may affect the neighborhood and ask for feedback on the changes.

Logistics: Staff will work with neighborhood groups to secure time on existing meeting agendas where people will already be in attendance, rather than necessitating separate meetings which may therefore have lower attendance. As draft changes are developed, staff will determine which neighborhoods may be impacted and seek out these meetings. In module two it will likely be focused on industrial area users and in module three these will likely be residential neighborhoods or business groups. These meetings may be virtual or in-person, depending on public health recommendations at the time.

Modules: Two and Three

TARGETED STAKEHOLDER OUTREACH

Purpose: In addition to general public outreach, it is imperative that this project focus on targeted stakeholder outreach as well. This includes interested groups such as PLAN Boulder, Better Boulder, the Boulder Chamber of Commerce, and any others.

Logistics: Staff will engage early and often with these groups to ensure there is awareness of the planned analysis and changes for modules two and three, as well as receive any initial feedback on the module one technical changes. Staff will need to collect contact information for leaders of these groups. P&DS staff will work with communications staff to identify the appropriate groups to target.

Modules: One, Two, and Three

WEBSITE

Purpose: The existing project website will be maintained and updated throughout the remainder of the project to inform the public of the project, provide updates, and link to any engagement opportunities.

Logistics: Work with communications staff to make updates as needed to the website.

NEWSLETTER AND EMAIL UPDATES

Purpose: Updates on the project will be provided to interested parties.

Logistics: Staff will work with communications staff to draft content for the planning newsletter during key engagement windows. Additional email updates will be provided on an as-needed basis.

Modules: One, Two, Three

CHANNEL 8

Purpose: Channel 8 will be utilized to promote engagement opportunities and raise awareness for modules two and three of the project.

Logistics: Staff will work with communications staff to create and support content for Channel 8.

Modules: Two and Three

NEXTDOOR

Purpose: Nextdoor is another method to promote opportunities to provide input about the project and raise awareness that has a wide reach that may reach people who are not otherwise involved or engaged in planning-related topics.

Logistics: Staff will work with communications staff to craft posts to promote engagement efforts.

Modules: One, Two, Three

WALKING TOURS

Purpose: Walking tours around neighborhood centers, industrial areas in East Boulder, and other parts of the city will be planned as another engagement method. They will allow interested residents to discuss topics related to the project on the ground with staff.

Logistics: Staff will plan a number of opportunities with specific geographic focus and promote the walking tours through a variety of methods. Public health guidance at the time will be consulted to ensure the safety of staff and residents. Summaries of topics discussed will be compiled and inform further work on the project.

Modules: Two and Three

Project Team & Roles

Team Goals

- Follow City Council and Planning Board direction relative to changes to the code that require more strict standards or criteria be met before granting height modifications and/or requests for greater floor area or density.
- Involve the community in the formulation of new standards or criteria and incorporate relevant ideas following a Public Engagement Plan.
- Solution must be legal, directly address the purpose and issue statement, and must have application citywide.

Critical Success Factors

- Conduct a successful public engagement process.
- Address the goals related to mix of uses, walkability and community character.

Expectations

Each member is an active participant by committing to attend meetings; communicate the team's activities to members of the departments not included on the team; and demonstrate candor, openness, and honesty. Members will respect the process and one another by considering all ideas expressed, being thoroughly prepared for each meeting, and respecting information requests and deadlines.

Potential Challenges/Risks

The primary challenge of this project is making sure that proposed code changes avoid land use impact on other uses, unintended consequences and over complication of the code.

Administrative Procedures

The core team will meet regularly throughout the duration of the project. An agenda will be set prior to each meeting and will be distributed to all team members. Meeting notes will be taken and will be distributed to all team members after each meeting.

CORE TEAM		
Executive Sponsor	Charles Ferro	
Executive Team	David Gehr, Charles Ferro, Karl Guiler	
Project Leads		
Project Manager	Lisa Houde	
Comprehensive Planning	Kathleen King	
Housing	Jay Sugnet	
Working Group		
Legal	Hella Pannewig	
Communications	Julie Causa	
I.R.	Sean Metrick	Mapping analysis assistance
Community Vitality	Teresa Pinkal	
Public Outreach	TBD	Consulting role

Executive Sponsor: The executive sponsor provides executive support and strategic direction. The executive sponsor and project manager coordinates and communicates with the executive team on the status of the project, and communicate and share with the core team feedback and direction from the executive team.

Project Manager: The project manager oversees the development of the Land Use Code amendment. The project manager coordinates the core team, manages any necessary consultant firms, and provides overall project management. The project manager will be responsible for preparing (or coordinating) agendas and notes for the core team meetings, coordinating with team members and consultants on the project, managing the project budget, and coordinating public outreach and the working group. The project manager coordinates the preparation and editing of all council/board/public outreach materials for the project, including deadlines for materials.

Core Team Members: Team leaders will coordinate with the project manager on the consultant work efforts and products, and will communicate with the consultants directly as needed. Core Team members will assist in the preparation and editing of all council/board/public outreach materials including code updates.

Communications Specialist: The communications specialist is responsible for developing and creating internal and external communications output such as press releases, major website updates and additions, talking points, etc., and will provide advice about and support of public outreach. The

communications specialist works with the project managers and core team to develop a communications plan that aligns with the project's goals and larger outreach strategy. The communications specialist will be responsible for promoting events through a variety of methods. The communications specialist assists the manager and core team in advising on any public outreach methods as well as editing and producing outreach material that makes the project accessible to members of the public.

Project Costs/Budget

No consultant costs have been identified for this project at this time. The project will be undertaken by P&DS staff.

Decision-Makers

- **City Council:** Decision-making body.
- **Planning Board:** Will provide input throughout the process, and make a recommendation to council that will be informed by other boards and commissions.
- **City Boards and Commissions:** Will provide input throughout process and ultimately, a recommendation to council around their area of focus.

Boards & Commissions

City Council – Will be kept informed about project progress and issues; periodic check-ins to receive policy guidance; invited to public events along with other boards and commissions. Will ultimately decide on the final code changes.

Planning Board – Provides key direction on the development of options periodically. Will make a recommendation to City Council on the final code changes.

Advisory Boards: Identify and resolves issues in specific areas by working with the following boards/commissions:

- Boulder Junction Access District Commissions
- Downtown Management Commission
- Environmental Advisory Board
- Arts Commission (e.g. space for arts)
- University Hill Management Commission
- Housing Advisory Board

Appendix A: Relevant BVCP Policies List

Section 2 Built Environment

Urban Form Definition

The city's urban form is shaped by the location and design of streets, paths and open spaces, the mix of uses and intensity of development that are allowed in each area of the city and the design of privately owned buildings and public improvements. The city's goal is to evolve toward an urban form that supports sustainability. This "sustainable urban form" is defined by the following characteristics:

Key Characteristic:

- Daily needs met within easy access from home, work, school, services or recreation without driving a car

Neighborhoods

2.09 Neighborhoods as Building Blocks

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.

2.12 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 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 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 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.

Locations of Mixed Use

2.17 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.

2.19 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.

2.21 Light Industrial Areas

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

Public Realm, Urban Design, and Linkages

2.24 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.

Design Quality

2.33 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.

Section 4 Energy, Climate & Waste

Energy-Efficient Land Use & Building Design

4.07 Energy-Efficient Land Uses

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.

Section 5 Economy

Strategic Redevelopment & Sustainable Employment

5.01 Revitalizing Commercial & Industrial Areas

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.

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).

Diverse Economic Base

5.03 Diverse Mix of Uses & Business Types

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.

5.06 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.

Sustainable & Resilient Business Practices

5.13 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 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.

Section 7 Housing

Preserve & Enhance Housing Choices

7.06 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 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 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.

Section 8 Community Well-Being & Safety

Safety & Community Health

8.10 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.

Culture

8.21 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.


Appendix B: Engagement Framework

City of Boulder Engagement Strategic Framework

BOULDER'S ENGAGEMENT SPECTRUM

The city will follow a modified version of IAP2's engagement spectrum to help identify the role of the community in project planning and decision-making processes.

INCREASING IMPACT ON THE DECISION



	INFORM	CONSULT	INVOLVE	COLLABORATE
PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding a problem, alternatives, opportunities and/or solutions.	To obtain public feedback on public analysis, alternatives and/or decisions.	To work directly with the public throughout a process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and identification of a preferred solution.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge your concerns and aspirations, and share feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.	We will work with you to ensure that your concerns and aspirations are reflected in any alternatives and share feedback on how the public input influenced the decision.	We will work together with you to formulate solutions and to incorporate your advice and recommendations into the decisions to the maximum extent possible.

Boulder's Decision Making Process

