



Land Use

Courthouse Annex • 2045 13th Street • Boulder, Colorado 80302 • Tel: 303.441.3930 • Fax: 303.441.4856
Mailing Address: P.O. Box 471 • Boulder, Colorado 80306 • www.bouldercounty.org

**BOULDER COUNTY
BOARD OF COUNTY COMMISSIONERS
AND PLANNING COMMISSION**

Joint Study Session

**November 3, 2014 – 5:00 PM
Hearing Room, Third Floor, County Courthouse**

Staff Planner: Pete Fogg, Senior Planner

**Docket BVCP-15-0001: Boulder Valley Comprehensive Plan 2015 Major Five Year Update –
Assessment and Options for Scope of Work**

Presentation by Clarion Associates, consultant for the city, on the Scope of Work assignment which includes deliverables covering:

- Summary of current BVCP status, history, and policy directions
- Best practices for comprehensive plans
- Key themes from community, staff, and leadership input
- Analysis of current plan strengths and weaknesses

The purpose of the study session is to provide an opportunity for Planning Commission and the Board of County Commissioners to jointly review and discuss the upcoming 2015 Major Five Year Update of the Boulder Valley Comprehensive Plan and to provide feedback to the City's consultant regarding potential process and scope for the Update.

Discussion Item – No Action Requested. Public testimony will not be taken.

The Boulder Valley Comprehensive Plan (BVCP) is a jointly adopted comprehensive plan that has guided land use decisions in the Boulder Valley for nearly 40 years. The Plan directs us to pursue updates every five years. In preparation for the 2015 Major Five Year Update of the Boulder Valley Comprehensive Plan (BVCP), the City of Boulder has hired Clarion Associates to help provide direction for the update. Clarion has been meeting with City and County staff and decision makers to learn about the plan and previous Major Five Year Updates. Their project will culminate with a report that will make recommendations for new plan themes and direction as well as recommendations for the plan's structure.

City Council and the City of Boulder Planning Board held a joint study session on October 14, 2014, to review the consultant's findings to date and to provide feedback on three major questions:

1. **New Topics and Issues:** What new issues and opportunities should the 2015 plan update address?

2. **Update Approach:** What is the appropriate level of effort and community engagement for the plan update?
3. **Resilience Strategy:** Should the resilience strategy process and/or outcomes be bundled with the BVCP update?

The purpose of the joint Planning Commission/Board of County Commissioners Study Session is to consider these questions from the county/regional context and to provide feedback and direction to the consultant. The consultant's final report is expected later this calendar year. While the BVCP is largely utilized, maintained, and implemented by the City of Boulder, we expect the 2015 Major Five Year Update to be a significant project for Land Use staff for the 2015 (and perhaps 2016) work plan.

Attachments

- Planning Board/City Council Study Session Memo – October 14, 2014
- Scope of Work for Clarion Associates
- BVCP 2010 Sustainability Framework
- Summary of Themes from the October 14, 2014 Study Session



Study Session MEMORANDUM

To: Members of City Council
Boulder Planning Board

From: Jane S. Brautigam, City Manager
David Driskell, Executive Director of Community Planning & Sustainability (CP&S)
Susan Richstone, Deputy Director of CP&S
Lesli Ellis, Comprehensive Planning Manager, CP&S
Greg Guibert, Chief Resilience Officer, CP&S

Date: October 14, 2014

**Subject: Study Session for Boulder Valley Comprehensive Plan 2015 Update
Assessment and Scoping**

Study Session Purpose

The purpose of this study session is to: review the 2015 Boulder Valley Comprehensive Plan (BVCP) update assessment and scoping process; provide information for feedback from interviews and boards regarding ways to make the plan more effective, strategic, and aligned with other outcomes; note the parallel resilience strategy; and seek feedback regarding issues and options for the 2015 Major Update of the BVCP.

Questions

The planning team is seeking feedback from Planning Board and City Council on the following questions.

1. **New Topics and Issues:** What are the new issues and opportunities facing the Boulder community that the 2015 plan update should address?
2. **Level of Effort:** Given the issues and other priorities, what is the appropriate level of attention and community engagement for the plan update?
3. **Resilience Strategy:** Should the resilience strategy process and/or outcomes be bundled with the BVCP update?

Introduction to the Boulder Valley Comprehensive Plan 2015 Update

The Boulder Valley Comprehensive Plan (BVCP) is adopted jointly by the City of Boulder (“city”) (Planning Board and City Council) and Boulder County “county” (County Commissioners and Planning Commission) in their legislative capacities. A link to the complete plan and all its sections and maps is located at www.bouldervalleycompplan.net.

The BVCP is updated periodically to respond to changed circumstances or community needs. In 2015, the plan is due for its major five year update, so the city and county are beginning discussions to scope the update. Depending on community priorities, the update could be relatively narrow or much broader to encompass new issues, policies, procedures, or map changes.

The 2015 BVCP update would carry forward long-standing core values, as noted to the right. Additionally, an updated plan could accomplish some of the following ideas:

- more clearly articulate and convey the community's vision and policy direction,
- address current and emerging issues,
- better align the city organization and its services,
- provide clear guidance and tools for implementation,
- become more strategic and partnership oriented, and
- include metrics tied to outcomes.

BVCP Core Values

The BVCP Core Values (p. 9) include:

1. Sustainability as the unifying framework
2. Welcoming inclusive community
3. Culture of creativity and innovation
4. Strong city county cooperation
5. Unique community identity and sense of place
6. Compact, contiguous development and infill that supports evolution to a more sustainable urban form
7. Open space preservation
8. Great neighborhoods and public spaces
9. Environmental stewardship and climate action
10. A vibrant economy based on Boulder's quality of life and economic strengths
11. A diversity of housing types and price ranges
12. An all-mode transportation system to make getting around without a car easy and accessible to everyone
13. Physical health and well-being

Some or all of these ideas may be appropriate for inclusion in the 2015 Major Update depending on the breadth of topics to be addressed and other planning project scope and timeline.

On Sept. 18, the consultant presented initial analysis, best practices, and results from interviews for discussion to Planning Board in preparation for the Study Session with City Council on Oct. 14, 2014. A summary of key directions from that discussion is attached (See **Attachment A: Summary of Planning Board Discussion** and **Attachment B: Summary of Interviews**). The Environmental Advisory Board discussed the update on Oct. 1 (see **Attachment D: Summary of Environmental Advisory Board Discussion**), and the Transportation Advisory Board will discuss it on Oct. 13. Staff will provide an update from the TAB discussion on Oct. 14.

Plan Assessment and Scoping Process

In June 2014, the city issued a Request for Proposals, received five proposals, and hired a consultant team (Clarion Associates/Godschalk) to conduct research and analysis in support of the assessment, evaluate the current plan, understand community goals for the update, and provide information about best practices and fresh ideas about how communities make plans more strategic, aligned, and effective.

The consultants began their work in mid August and are currently evaluating the plan. They also are working with city and county leadership, staff, and boards and commissions to identify potential focus topics, public process, and phasing of the update to best sequence with other ongoing or recently completed projects. Following the October 14 Study Session, they will conduct additional research on best practices to help guide development of the update process.

On November 3, the consultants and staff also will review preliminary findings with the joint County Planning Commission/Board of Commissioners study session, as noted below.

Following additional input, consultants will prepare a report that summarizes recommendations for topics to address, an annotated proposed outline of a revised structure for the plan, and a recommended approach to the process and engagement.

Engagement and Integration

The consultants and staff have conducted initial interviews and scoping sessions with city board members and with staff from city and county organizations. (See **Attachment B**) As part of the assessment, consultants and staff have also been monitoring discussions in the community that have taken place in August and September regarding planning policies, growth, and urban form. Following the study sessions, additional community engagement (online and in meetings) will occur regarding the plan update and scope of work. Future engagement will also need to coordinate with related projects and plans including the resilience strategy, the housing strategy, Envision East Arapahoe, climate and energy work, Transportation Master Plan implementation, and access and parking strategies, and reform of development regulations.

2010 BVCP Background

Since 1970, the city and county have jointly adopted a comprehensive plan that guides land use decisions in the Boulder Valley. Since then, six major updates have been completed (in 1982, 1990, 1995, 2000, 2005, 2010). The BVCP provides a general statement of the community's desires for future development and preservation of the Boulder Valley. The principle of sustainability drives its overall framework.

Each five years, the city and county undertake a review to determine how to re-craft the plan to respond to conditions and needs. Consequently, there is no "typical" update process. In the past, some updates have been more resource intensive and involved higher levels of community engagement, whereas some have been more focused on one or several issues.

The last update in 2010 addressed demographic challenges, recommended ramping up climate action, and addressed economic challenges. Two broad areas were strengthened during the update: (1) Sustainability polices encompassing social equity, environmental health and economic vitality, and (2) urban form and community design policies. The city and county also discussed clarifying the process for considering service area expansion into the Area III-Planning Reserve but did not ultimately change the plan requirement for four-body review of service area expansions (i.e., City Council, County Commissioners, Planning Board and County Planning Commission).

Regardless of the level of effort, staff now anticipates certain steps that are part of a five year update. The steps listed below are considered foundational for the 2015 update and will occur early in the update process:

1. Conduct the review/assessment with the city and county to determine needs (currently ongoing).
2. Update community profile and demographic information.
3. Prepare map-based (using Geographic Information System) analysis of growth capacity considering current land use plan and zoning and other regional forecast information.
4. Engage the Boulder community in discussing and proposing changes to the plan.
5. Invite requests for land use map changes and evaluate requests.

Plan Implementation

The plan is framed as the overarching policy guide for the community that is implemented by departmental strategic/master plans, subcommunity and area plans, Priority Based Budgeting, the Capital Improvements Program, and Development Standards and Zoning, as shown in the graphic to the right. The city has over 20 master plans that implement the plan, and the Boulder Land Use Code and zoning is largely instrumental in guiding development to achieve plan goals consistent with the plan and its land use map.



Resilience Strategy

An additional consideration while scoping the BVCP update is the relationship with the upcoming resilience strategy. As Council is aware, the City of Boulder is one of 32 cities worldwide to receive a grant from 100 Resilient Cities (100RC), an initiative of the Rockefeller Foundation, to develop a resilience strategy. A resilient city is able to manage disruptions from shocks and stresses, such as fires, floods, and economic downturns, while maintaining essential functions, recovering quickly after disruptions, and thriving as a community. A resilience strategy for Boulder is more likely to be effective if it builds on past and ongoing efforts and integrates with other city initiatives and the BVCP. Therefore, the city seeks to “piggy back” resilience with the BVCP process and engagement and use the resilience strategy as a way of assessing the plan through the lens of resilience. In addition to outreach, technical steps toward resilience will include:

1. Conduct a resilience diagnostic
2. Assess risks, needs, and opportunities
3. Identify resilience priorities and initiatives
4. Develop implementation and action plans, identify funding, and
5. Create final strategy

BVCP Update Observations

Initial Observations

As noted above, the 2015 plan update may be narrow in scope or wide, depending on direction from city and county leadership regarding community priorities and resources to dedicate to the plan update. Some context of best practices will also be included in the presentation. The consultant has prepared preliminary observations to assist with the discussion. They are summarized in **Attachment C** and include:

1. Focus the Update on 21st Century Challenges and Opportunities
2. Recast the Document Format and Presentation to be More Compelling
3. Use the Plan to Integrate Ongoing and New Ideas
4. Articulate a Clear Vision for the City’s Desired Urban Form
5. Strengthen Linkages between the Plan and Implementation Tools
6. Clarify Policies in Key Areas

Possible Approaches to Update the Plan

Different approaches and levels of attention to address the update range from lower to much higher levels of effort and allow discussion of the plan update in relation to other planning objectives to be discussed during Part One of the Oct. 14 study session. Some examples are noted below. Each one is not mutually exclusive.

- ✓ **Retain Current Plan/Focus on Implementation Tools:** Limit the plan update. Put a greater level of attention on development standards and procedures (i.e., code changes) more than updating the plan vision or policies.
- ✓ **Minor Plan Update with Focus on Vision and Policy Refinement:** Use the plan update to sharpen policy focus, particularly to fold in the 21st Century Ideas and to articulate a clear vision for urban form, and link it better with implementation.
- ✓ **Plan Repackaging/Sustainability Integration and Outcomes:** Repackage the plan and integrate it with other city initiatives and outcomes to better align with the Sustainability Framework. Include metrics in the plan.
- ✓ **Community/Partnership Process:** Include multiple community partners in the update and make the plan more partnership, systems, and oriented and strategic to address needs of the community beyond city services.

Next Steps

- Nov. 3:** Joint Study Session - County Planning Commission and Board of County Commissioners for BVCP scoping
- November:** Additional community engagement regarding the BVCP 2015 Major Update, issues, schedule, and approach
- December:** Final consultant report on scope of work and approach to the 2015 Plan update
- Early 2015:** Check in with city and county leadership regarding scope and commence plan update inventory and foundation work

Attachments

- A. Summary of Planning Board Discussion of BVCP on Sept.18
- B. Summary of Interviews
- C. Consultant Preliminary Observations
- D. Summary of Environmental Advisory Board Discussion on Oct. 1

Boulder Valley Comprehensive Plan – 2015 Update Boulder Planning Board – Summary of Key Points (September 18, 2014)

The Boulder Planning Board discussed and indicated support for the following ideas regarding the Boulder Valley Comprehensive Plan (BVCP) Update in 2015.

Format of the Plan

Recognition of its Strengths:

- It includes great aspirational statements and provides an overview of the community (e.g., built environment, energy, community well-being). Many use it to learn about the community.
- Our partnership with the county and 4-body review provides a strong link to regionalism.

Areas for Improvement:

1. **Improve the format:** Ideas include using graphics and illustrations to convey ideas. Make it more concise, less wordy, add more visualizations.
2. **Tell the Boulder planning story better:** For instance, include a retrospective (e.g., what the plan has done to shape this community, and what if it had not had the plan)
3. **Broaden its topics to reflect inclusive community ideas:** It is important to be inclusive in the plan regarding all topics beyond land use. *(some new topics noted below)*
4. **Sharpen its policy focus:** Provide community guidance on priorities; make the intent of policies in key areas more clear and less subject to interpretation
5. **Include metrics:** Roll in existing and new metrics related to land use, climate/energy, etc.
6. **Partnerships:** Continue to build partnerships with CU, federal labs, and other important institutional and regional partners.
7. **Bridge to Implementation:** Provide a bridge and stronger, clearer linkage between the plan's vision statements, policy, and implementation tools (e.g., between land use and zoning). Make land use map definitions more specific and clear, and link site review criteria with the plan.
8. **Clarify density and design:** Better define sustainable urban form (e.g., how urban, compact, etc.), and what level of quality is desired as defined through a community conversation. Address form-based design.

Current Issues to be addressed

1. Workforce housing
2. Public art, art, and culture
3. Sustainability goals (integration)
4. Impacts on government services - community facilities and services (e.g., library, etc). More specificity about offsetting/mitigating impacts of development on basic services.
5. Regional system and partnerships
6. Local food
7. Energy and municipalization
8. Carrying capacity
9. Settling planning area questions such as Hogan Pancost
10. Regenerative design vs. greenfield design

11. Resilience

How Resilience Strategy Might Relate to the BVCP Update

1. Coordinate resilience strategy and BVCP, at least at high level and for public process, but do not sideline resilience.
2. Let resilience implementation actions move forward without being tied to the plan.
3. Determine where vulnerable populations can best be accommodated (e.g. reserve land for community identified needs).
4. Address communication strategies (e.g., between city and population, or within neighborhoods), as an important part of resilience that could also be addressed through the plan. This is especially relevant during floods, fires, etc.

Community Engagement Process Ideas

1. Educate the community about the plan. Start out with some common information (e.g., “Comp Plan 101” sessions). Public forums to set the foundation, via speakers.
2. Consider producing a series of short, snappy videos – educate the community in different ways.
3. Reach out to people not ordinarily engaged (e.g., Mobile home parks, Neighborhood associations)
4. Talk about how the plan actually affects people’s lives – those not interested in zoning, etc. - by illustrating what it means to people.
5. Visualization is really important as part of the outreach process.

Boulder Valley Comprehensive Plan (BVCP) Assessment and Update Process Summary of Comments from Board Members and Staff Interviews

09/29/14

Following is a summary of comments received from a series of staff interviews conducted by the consultants and staff on Sept. 3 to 8, 2014. During the course of these interviews, the consultant/staff team members met with city and county staff from a broad range of service areas, including: Public Works (including Transportation and Utilities), Finance, Fire, Police, City Manager’s Office, Community Planning and Sustainability (including Historic Preservation, Climate and Ecology, and Economic Vitality), Energy Future, Human Resources, Communications, Housing, Open Space, and Parks and Recreation. We also met with the City’s Master Plan Coordination Committee; Ecological Planning Team; members of the Arts Commission; Downtown Management Commission; and Open Space Board and with Growing Up Boulder, and Boulder County planning staff.

During the interviews, we posed a consistent set of questions in order to obtain a wide range of input in a consistent manner. Topics discussed included the following:

1. **Plan Usage and Awareness** - How do you currently use the Comprehensive Plan? How would you like to use it in the future, once updated? How widely do you think that the plan is understood and used by the community?
2. **Content** - What are the strengths of the current plan? What are things in it that are rock solid, must remain – format, content, process? What could be improved (format, content, process)?
3. **Issues to be Addressed** - What are some of the issues facing the community that you think the plan update needs to address?
4. **Update Process** - Do you have any ideas for creative ways to engage the community in the update process itself? Any organizations or sectors of the community that you think are particularly important to reach out to?

The following is a summary of feedback received from the interviews, organized in the same manner as the interview questions above.

1. Plan Usage and Awareness

- **Usage of the Plan varies widely.** Usage of the Plan varies, depending on the role that staff members fill in the city organization. Those involved in development review use it regularly as an implementation tool – to provide direction regarding development projects, or to justify actions or support actions they are about to take as a city. Some use it as more of a “vision” document, to see if what they are proposing is consistent with the city’s overall direction. Some departments acknowledged that they have little knowledge of the plan, and do not see it as integral to their work. Many would like to see the Plan have more relevance to what they do – to see it serve as more of a “unifying” document, particularly for those service areas that rely on a Master Plan to guide their efforts.
- **Awareness of the Plan among the general community is perceived as low.** With the exception of Planning Board and City Council members, the development community, and a small number of planning-oriented citizens (many of whom date back to the initial growth management/land preservation efforts in the 1970s), most feel that the Plan is not widely

understood or perceived as relevant to most residents. However, many feel that the community has a good understanding of and support for the Plan’s core values (e.g., growth boundary, land preservation, focus on transportation choices, etc.) even if they do not know that those concepts are contained in the Plan.

- **The Plan gets used by the community to support (or repel) proposed development activities.** Many noted that the Plan’s policies tend to be used by the public as either a sword or shield, depending on whether they support or oppose a proposed action.

2. Plan Content

a. Plan Strengths

- **Growth Management/Service Area concept is seen as “rock-solid”.** There is widespread understanding and support for the Plan’s focus on containing urban growth where it can be served, and preserving rural areas and open lands.
- **Core Values (sustainability, city/county cooperation, environmental stewardship, multi-modal transportation, etc.) are widely supported.** Most believe that these values are widely supported and must remain as part of the Plan’s foundation.
- **Policies are generally clear and well-founded.** However, as noted below, many believe that there are opportunities to improve on the Plan’s policies.

b. Areas for Improvement

- **More focus on implementation.** Many feel that the Plan is weak on implementation and actions.
- **Clarify Policies.** The Plan’s policies in key areas (e.g., urban form, density) could be sharpened to make the intent of the policies clearer. (One comment - “dial up enough detail so that 90% of people will agree on what it says”.)
- **Strengthen connections to the university and other partners.** These partnerships are seen as critically important to the community, yet they are not broadly addressed in the Plan.
- **Update the format and content to make the Plan more community-friendly.** Many feel that the Plan is too much of a “planner’s plan”, and would like to see it repackaged in a way that would make it more accessible to the broader community. This could include a stronger vision, as well as a retrospective on how the city has gotten to where it is through planning.
- **Strengthen linkage to Master Plans.** Many departments rely on a Master Plan for their guidance and direction, and see an opportunity to strengthen ties between the Plan and their Master Plans, with the BVCP containing high-level actions and strategies to help integrate the Plan and Master Plans.
- **Add Metrics and Outcomes.** While opinions vary on this topic, many feel that the Plan should set the foundation for the city’s increasing efforts to set outcomes and track progress. Some feel that the metrics should be contained in the Master Plans, and that the Plan should set high-level goals and outcomes.

- **Integrate the Sustainability Framework into the Plan.** The Sustainability Framework is seen as an increasingly important tool for the city. While it is mentioned, it is not yet fully integrated into the Plan. However, departments are beginning to use the Framework as a basis for Master Plan updates and for budgeting.

3. Issues to be Addressed

- **A wide range of issues was identified for the update to consider.** As may be expected, our interviews identified a wide range of issues that the update might address. These are listed below (in alphabetical order):
 - **15-Minute Neighborhoods** – transition of neighborhoods over time; Where? How? How much?
 - **Arts and culture** – little mention in current plan.
 - **Climate** – action, adaptation, mitigation – no mention of current long term climate goal and climate related metrics in plan
 - **Density/urban form** – identified as a top issue by many; clarify and provide examples of what we mean by sustainable urban form.
 - **Disruptive change** – shift focus of plan from growth management to new challenges (e.g. climate change). How to be more adaptive, dynamic, and fluid?
 - **Economic vitality** – does it need a reset?
 - **Energy Future** – needs to be considered in Plan.
 - **Fiscal health** – linkage with budget, capital projects, tracking fiscal health and outcomes.
 - **Inclusivity/income disparity** – equity issues around income, public health, access, diversity.
 - **Resilience** – one comment; “with two fires, a flood, and a recession, resilience is an important topic”.
 - **Workforce and affordable housing** – in conflict with high economic levels and in short supply.
 - **Youth issues** – interaction with nature, places for teens to “hang”, independent mobility

4. Community Outreach

- **Important to get authentic participation in the update process.** There is widespread support for transparent, inclusive, meaningful input from the community, and a variety of ideas were expressed about how to accomplish this. These are listed below:
 - **Tap into neighborhood groups organized as part of flood recovery efforts.** This was mentioned as a way to involve many who would not typically be involved in planning-related topics.
 - **Look to recent successful planning efforts (Transportation Master Plan, Civic Center Plan) for ideas that worked.** Both of these recent efforts were mentioned by

many as having using creative new approaches to citizen engagement – both web-based, videos, as well as activity and event-based. TMP storefront workshops were seen as particularly effective, as were youth workshops organized by school district, university, and the city.

- **Use creative ways to engage the business community.** Look to engage owners, but also employees and in-commuters. Consider focus groups, employee surveys that focus on economic policies.
- **Traditional meetings/open houses not seen as very effective.** These events tend to attract relatively small attendance (unless focused on controversial topics) and provide low return on investment.
- **Make the Plan “real” to people.** Focus on real examples with visual tools for people to understand how changes to the Plan might affect them.
- **Go to where people are, work with trusted groups.** Rather than organizing events and expecting the community to come out for them, go to where they are – senior living centers, schools, places of worship (particularly important for minority communities).

Boulder Valley Comprehensive Plan (BVCP) Assessment and Update Process

Preliminary Observations

October 6, 2014

Following is a summary of preliminary observations from the consultant team based on our initial assessment of the BVCP (the “Plan”), Planning Board input, interviews with board members and city staff, and observing other community discussions regarding planning policy. While recognizing many long time strengths of the Plan, our assessment identifies a number of potential areas of improvement. Some or all of these ideas may be appropriate as part of the scope of work for the Plan update, depending on discussions with city and county leadership.

Key observations and possibilities include:

1. Focus the Update on 21st Century Challenges and Opportunities
2. Recast the Document Format and Presentation to be More Compelling
3. Use the Plan to Integrate Ongoing and New Ideas
4. Articulate a Clear Vision for the City’s Desired Urban Form
5. Strengthen Linkages between the Plan and Implementation Tools
6. Clarify Policies in Key Areas

1. Focus on 21st Century Challenges and Opportunities

The Plan has its origins in the challenges facing the community in the 20th century; growth management, containment of sprawl, preservation of open lands. In its current form, the Plan is largely a land use and preservation plan. Its role and structure need to broaden if it is to serve the community’s needs and vision for the future. Opportunities include:

- **Address new century challenges.** While the Plan’s core values and vision are still solid, a new and evolving set of challenges is now before the community, such as:
 - resilience
 - climate adaptation and mitigation and energy future
 - equity, income disparity, and aging population
 - workforce housing
 - need for partnerships
 - arts and culture
 - neighborhood action and self-sufficiency and 15-minute neighborhoods (neighborhoods as building blocks for the community)
- **Expand systems and regional scope.** Many of the systems that serve the community and demographic and growth influences that affect it (e.g., water, transportation, air quality and climate, natural systems, energy infrastructure and supply, population growth) have a geographic scope that reaches beyond the boundaries of the Plan. With an increased emphasis on resilience, it may be appropriate during the Plan update to consider these systems in their larger context, beyond the boundaries of the Plan area.

2. Make Format and Presentation More Compelling

The Plan in its current form does not present a clear picture of the community’s vision for its future, and while its core values are strong, it is not presented in a manner that is a compelling read for much of the community because it is heavy on text, contains few graphics, maps, and photos and is organized in standalone chapters or elements that do not relate to a broader vision for the city. Opportunities include:

- **Do a better job of telling the Boulder story.** Boulder has an incredible story to tell – its past, present, and future – and the Plan can present so much more in a way that is more inspirational and accessible to the broader community. This can help build a greater understanding of the purpose of the Plan, and garner support for ongoing and new initiatives.
- **Convey a compelling vision.** The Plan and other documents (Sustainability Framework, for example) contain much that speak to the community’s values and vision, but at present this is not presented in a clear, cohesive, form that gives meaning to most people in the community. The Plan document itself could be shorter, and convey the vision in a more visual manner. This could entail more graphics and illustrations to convey desired concepts and restructuring of the Plan to be organized around “big ideas” and themes, such as the Sustainability Framework (see 3. below).



From Imagine Austin:

“The distinctive benefit of a comprehensive plan is that it confronts big issues in a big-picture way. Other City of Austin plans are more focused and deal with topics such as parks, solid waste, transportation, water, or smaller geographic areas. But only a comprehensive plan fully considers how the whole community’s values, needs, people, and places are interrelated and interdependent.”

3. Use the Plan to Integrate Ongoing and New Ideas

Over the past several years, the City has increasingly focused its efforts on new and ongoing initiatives that support the core values contained in the Plan, such as sustainability, climate, and others. While many of these are addressed to some extent, they are not yet fully integrated into the Plan in a cohesive, coordinated manner. For example, Fort Collins recently updated its plan (*Plan Fort Collins*) to integrate energy, green infrastructure, local food production, public safety, and other topics within a unified document that is structured around the same topics as the City's Budgeting for Outcomes categories. Opportunities to strengthen these connections include:



Above: *Plan Fort Collins* is structured around the city's Budgeting for Outcomes areas.

- ***Include ongoing and new work on these topics in a strategic, coordinated manner.*** Work that is ongoing (Climate Commitment, Energy Future, Resilient Boulder) will need to be included; other topics will need to be addressed in a comprehensive way, leading to an updated Plan that addresses contemporary challenges and opportunities in a fully integrated manner.
- ***Integrate the Sustainability Framework more fully into the Plan.*** The city's Sustainability Framework articulates the outcomes necessary to achieve the desired sustainable vision for the community, and could help inform the Plan update in a number of ways, such as:
 - defining and implementing the community vision
 - aligning the Plan with the city's priority-based budgeting process
 - serve as an organizing framework
- ***Include projections, outcomes and metrics in the Plan (both existing and new).*** Many cutting-edge comprehensive plans contain projections, outcomes and metrics used to set objectives and track progress. These could be linked to maps and other visual tools to help convey and track outcomes in a more graphic style. Opportunities include:
 - include information about growth projections and land use information, to set a foundation for understanding the city's capacity for growth
 - include high-level outcomes or objectives in the Plan to provide stronger linkages with master plans
 - create linkages to the city's budgeting process
 - set the stage for tracking progress over time (possibly through the dashboard being coordinated through the City Manager's Office)

Topic Group	Priority Program
Compact and Connected	<ol style="list-style-type: none"> 1. Compact and Connected (p. 41): Invest in a compact and connected Austin. 8. Align Code (p. 47): Revise Austin’s development regulations and processes to promote a compact and connected city.
Nature and City	<ol style="list-style-type: none"> 2. Sustainable Water (p. 57): Sustainably manage our water resources. 4. Green Infrastructure (p. 63): Use green infrastructure to protect environmentally sensitive areas and integrate nature into the city.
Creativity and Economy	<ol style="list-style-type: none"> 3. Workforce Development (p. 71): Continue to grow Austin’s economy by investing in our workforce, education systems, entrepreneurs, and local businesses. 5. Creative Economy (p. 77): Grow and invest in Austin’s creative economy.
Healthy and Affordable	<ol style="list-style-type: none"> 6. Household Affordability (p. 87): Develop and maintain household affordability throughout Austin. 7. Healthy Austin (p. 93): Create a Healthy Austin program.

Above: *Imagine Austin* includes an Action Plan that focuses on four key areas: Compact and Connected, Nature and the City, Creativity and Economy, and Healthy and Affordable. The Plan includes Action Steps for each of the four areas, along with Community indicators to measure and track progress.

4. Articulate a Clear Vision for City’s Desired Urban Form

The Plan does not articulate a clear vision of the desired sustainable urban form and how it will be affected by individual projects or public policies. Words alone cannot convey this vision – the Plan needs to use new tools to show what the desired outcome is (graphic images, pictures, perhaps overall 3D modeling). This will help inform ongoing efforts to update the City’s development regulations and procedures.

- **Illustrate the desired outcome so that it is clear to all.** A clear statement and image of the desired future urban form, based on growth projections and reasonable assumptions about trends, would inform public expectations and assist staff, decision-makers, and developers in judging the appropriateness of potential changes to Boulder’s regulations and ultimately built urban form. This could be done at several levels – visual models to illustrate build out of centers, prototype buildings and blocks, or perhaps visuals that conceptualize build out of sectors or the entire city, if desired.

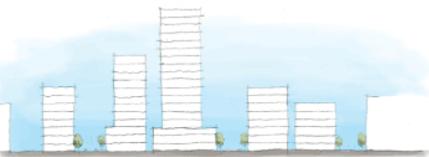
NEIGHBOURHOOD –
LOW RISE (UP TO 4
STOREYS)



TOWN & LOCAL CENTRES –
LOW/MEDIUM RISE
(UP TO 8 STOREYS)

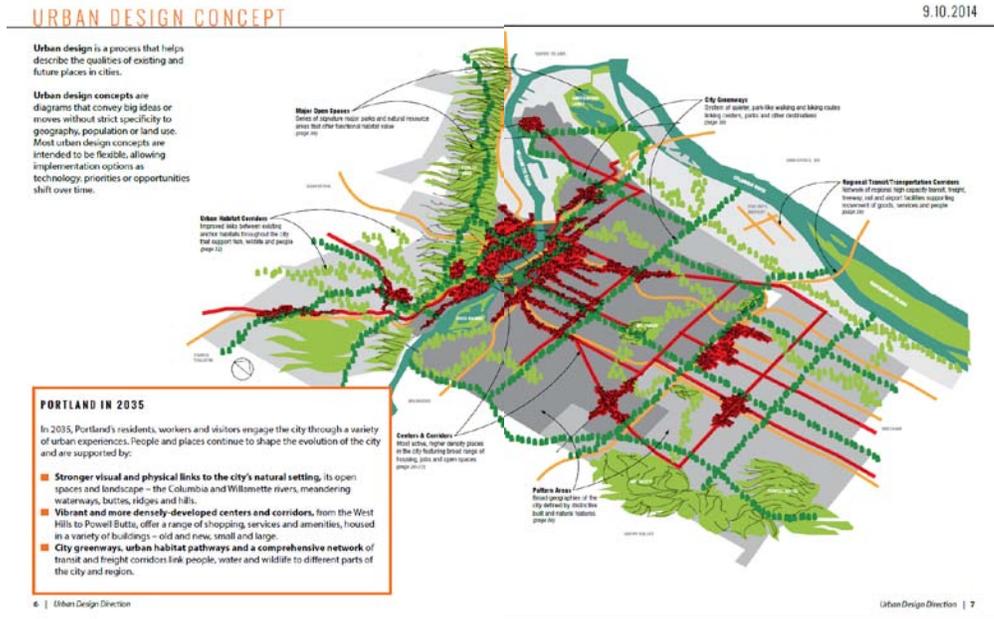


CITY & METROPOLITAN
CENTRES –
MEDIUM RISE
(5-8 STOREYS)
HIGH RISE
(9+ STOREYS)



Above: The Auckland Plan (Auckland, NZ) uses 3D graphics and drawings to illustrate the desired urban form for different sectors of the city.

- **Consider including a structure or framework plan that illustrates how all areas of the city fit together.** Many contemporary plans include an illustrative plan that conveys how various centers, corridors, open lands, and other community elements relate to future land use. In the Boulder case, this could supplement the BVCP Land Use Designation Map.



Above: Portland’s newly adopted plan update includes an Urban Design Framework diagram that locates centers and corridors (areas that are expected to grow and change) within the City’s physical context.

5. Strengthen Linkages between the Plan and Implementation Tools

The Plan should serve as the guiding document for a number of tools that are used to implement planning in the community. These include: departmental master plans and strategic plans; area and sub-community plans; priority-based budgeting that drives programs and services; and development regulations contained in the Land Use Code. In its present form, the Plan does not clearly illustrate or explain how it relates to the implementing tools. More could be done to strengthen and more clearly articulate this role for the Plan. Opportunities include:

- **Strengthen linkages to other plans and implementation tools.** The Plan could provide stronger linkages to the various master plans and other operational plans and tools, to illustrate more clearly how all of the component parts of the community’s vision and planning framework are integrated. This could be done in a number of ways, such as a matrix that illustrates linkages and connections; an expanded section in the Plan Introduction that more fully explains the relationships between the Plan and implementation tools or perhaps “bridge” language at the beginning of each Plan chapter that describes the tools that implement the topics in the chapter. For example, climate plan is partly implemented through the adoption of the carbon tax and the building code requirements.

- **Increase the Plan's focus on implementation by Including an Action Plan.** While implementing actions generally are contained in master plans and other documents as well as the Boulder Revised Code, it may be appropriate to include high-level strategies and actions so that the Plan serves as a unifying element, to show how the master plans and other implementing documents are linked to it, and how they serve to carry out the overall vision contained in the Plan.

6. Clarify Policies in Key Areas

The Plan contains a large number of policies that speak to a wide range of topics. While for the most part they are clear and well-written, users of the Plan have told us that it can at times be all things to all people; that policies can be used to both advocate and repel proposed actions. Opportunities include:

- **Make the intent of policies in key areas more clear.** Sharpening the focus of key policies can help make them less subject to interpretation.
- **Address inconsistencies, address trade-offs, and consider reducing the number of policies.** While the consultants have yet to conduct a detailed analysis, preliminary observations suggest that the Plan's policies could be refined to reduce them to a smaller number, and inconsistencies could be reduced and priorities and trade-offs clarified.
- **Address development issues at the urban edge.** Clarify issues related to development at the urban edge (i.e., in Area II) and update policies and regulations for these areas. Develop and implement updated policies and regulations to govern annexation and the management of parts of Area II at the urban edge where development connected to urban services may be desirable, in order to clarify what form of development is appropriate, and how it is to be processed under joint city/county procedures This may also include describing how the boundaries are determined, to clarify why properties are included (or not) in these areas.

Summary from Environmental Advisory Board – Oct. 1, 2014

Staff presented an overview of the Boulder Valley Comprehensive Plan 5-year review process and asked the board questions regarding: (1) its strengths and weaknesses, (2) current issues to address in the plan update, (3) suggestions for community engagement, and (4) whether to bundle the resilience strategy process with the plan update. The board suggested the following ideas:

- The Boulder Valley Comprehensive Plan is a high-level vision document that includes the community's sometimes-conflicting values but lacks strategic structure and fails to address where Boulder is headed as a city in terms of growth and sustainability.
- Instead of requesting community feedback on the Comprehensive Plan, hold facilitated community meetings to discuss specific topics such as the vision of Boulder, energy, resilience, housing and more. People may be more inclined to discuss specific issues instead of the entire framework of the plan.
- While gathering community feedback, use questions that will result in measurable, concrete answers rather than just ideological ones.
- Address two main questions: sustainability of resources and growth and how to balance the two, and resilience and how our community should respond to anticipated and unanticipated stressors.
- It is important to integrate resilience into our sustainability efforts and develop terminology that is more widely understood. Use the flood to illustrate the importance of resilience and as a way to build awareness of the impacts of issues such as climate change.
- Actively work with established community organizations like Better Boulder, Open Boulder, Plan Boulder, etc. to convene events through which the city could gather valuable community feedback on issues, values, and priorities.
- Boulder Valley School District (BVSD) could be a valuable resource to encourage the next generation of students to discuss these issues.
- Consider using scenario planning as a way to help make the future options more tangible and provide more concrete alternatives for the community to consider and create recommendations.

BOULDER VALLEY COMPREHENSIVE PLAN ASSESSMENT

SCOPE OF WORK

August 14, 2014

Purpose

The 2015 Major Update of the Boulder Valley Comprehensive Plan will begin in summer and fall of 2014. Along with the Planning Board, City Council, Boulder County, and the community, staff will explore potential focus topics, ideas for public process, and phasing of the update to best sequence with other ongoing or recently completed projects such as Envision East Arapahoe, Climate Commitment, Energy Future Plan, the Comprehensive Housing Strategy, and the Transportation Master Plan. To date, discussion has taken place about the opportunity for the 2015 plan to retain what is long standing and solid but also more clearly articulate and illustrate policy direction, be more strategic, better align with other city organization and services, provide clear guidance for implementation and process, and measure outcomes. Recent ideas around content ideas, organization ideas and process topics that might affect the plan scope of work and process are identified in the BVCP Assessment Request for Proposals (July 16, 2014) and attached to this document (**Attachment 1**). Some or all of them may be appropriate for inclusion in the 2015 Major Update.

Tasks

The Scope of Work is divided into three primary tasks, as described below.

Task 1. Preliminary Assessment

Purpose: Task 1 focuses on work plan refinement, gaining understanding of staff and community goals for the update, as well as conducting research and analysis in support of the assessment of the current BVCP document.

- a) Refine Project Work Plan/Schedule, and Initial Project Kickoff Meeting. Immediately upon authorization to proceed, the consultant team's project manager will meet with the city's project manager to finalize the project work plan and schedule specific meetings, events, and deliverable dates. This could coincide with a kickoff meeting with key city and county staff to discuss BVCP context and history; determine staff and stakeholders with whom to conduct meetings and interviews; discuss perspectives about prior BVCP updates that could be useful to framing a process strategy for the 2015 effort, and collect any background materials needed as part of the assessment. The consultant will also discuss the questions and topics to be explored during staff (and stakeholder) interviews, as well as topics and communities to explore during the development of case studies and best practices materials. Finally, the consultant will discuss expectations from city staff about the outcome of both the assessment process and the BVCP update. City staff will provide all background documents and reports necessary to begin the project.
- b) Review and Summarize BVCP Status, History, and Organization. Working with the staff team, the consultant will briefly review and summarize the current BVCP and explain its history, organization, and policy focus. (Note: staff will convey some of the unwritten components of the plan and its history as well as how and why it has evolved in certain ways.)

- c) City Staff Interviews. The consultant will conduct a series of interviews with city staff identified in subtask a) above, as determined by the city's project manager. The purpose of these interviews will be to identify key issues, directions, and topics identified in the RFP and to discuss BVCP strengths and weaknesses and opportunities to improve it. Most of these interviews will occur over the course of one full day, with city staff assisting with scheduling. Some of the interviews may be piggy-backed onto a series of existing standing meetings, including the Executive meeting for Transportation and Land Use.
- d) Meeting with County Staff. The consultant along with the city's project manager will meet with a county staff team to interview the team about key issues, directions, and topics identified in the RFP and discuss BVCP strengths and weaknesses and opportunities to improve it. In addition, the consultant team will coordinate with county staff on engagement steps with county stakeholders, joint County Planning Commission, and Board of County Commissioners (BOCC). County staff will assist with notifying county stakeholders about engagement opportunities and will assist with scheduling the county's joint study session for after the city's October 14 joint study session (late October/early November).
- e) Best Practices /Case Studies. The consultant will prepare a set of concise case studies and a summary of best practices to help inform the update process. As identified in the RFP, the research will focus on examples and lessons to be learned from other progressive community plans, as well as on targeted best practice topics of relevance to the update. These will focus around comprehensive plans from other progressive communities and those with joint jurisdiction that focus on sustainability, climate, resilience, and equity. Prior to beginning any detailed research on the case studies, a list of representative communities will be developed to help the project team focus its efforts. For budgeting purposes, the consultant assumes preparing up to six community plan case studies (2-3 pages each), and a set of best practices that is gleaned from the case studies as well as our experience nationally. Best practices may focus on process; plan structure; internal linkages and alignment; measuring and monitoring outcomes; models for implementation; and other topics or themes to be identified.
- f) Stakeholder Meetings. The consultant will host focus groups and interviews with a variety of community stakeholders (city and county) to gain input and insight on the BVCP. The basis of these discussions will be both to test some of the ideas generated during subtasks a-e above, as well as to gain any additional ideas about issues to be addressed and how best to engage the community in the update. During subtask a), the consultant will discuss with city staff how best to conduct these interviews. Approximately half of the interviews will be scheduled with specific stakeholders, individually or in groups, and half will be in the form of drop-in meetings by topic. City staff will be responsible for scheduling and coordinating the locations for the meetings and notifying stakeholders; ideally for purposes of efficiency, these would be conducted over the course of two consecutive days (up to 16 hours total). County stakeholders will be invited to discuss limited Area II and Area III issues pertinent to the BVCP 2015 update.
- g) Conduct Analysis of Current BVCP. Using the *APA Sustaining Places Comprehensive Plan Framework* as a starting point, the consultant will prepare an analysis of the current plan to determine its relative strengths and weaknesses.

Task 1 Consultant Deliverables:

1. Summary of input from staff interviews (city and county)
2. Case studies (up to 6) and summary report of Plan Best Practices
3. Summary of input from each community stakeholder meetings, and synthesis of input to identify key themes (city staff to prepare summary of input from meetings)
4. Analysis of current plan attributes (summary memorandum)

Task 2. Review Preliminary Findings

Purpose: Task 2 will include a review of preliminary findings with staff and the Planning Board and City Council and joint Planning Commission/BOCC briefing and study session , in order to test initial ideas and directions for the Update, prior to preparing the Report and Recommendations.

- a) Staff Review Meeting. Following the completion of Task 1, the consultant will meet with the city staff team to review our preliminary findings and get their input. Prior to the meeting, the consultant will prepare a brief summary of findings, options, and possible themes (either in a written report or in PowerPoint) for review and discussion with city staff. Consultant will refine the materials prior to the Planning Board and Council meetings, based on staff comments, to be included in City Council packet for the October 14 meeting.
- b) Meeting with City Planning Board. The consultant along with the city's project manager will meet with the Planning Board to discuss our findings to date and capture their ideas and input (meeting scheduled for September 18, 2014). The consultant will assist staff with the preparation of a summary memorandum to be sent to the Planning Board prior to the meeting (by September 8, 2014)
- c) Joint City Council/Planning Board Study Session. On October 14, 2014, attend joint Planning Board City Council study session and present input to date and options for the process and themes to address for 2015 update.
- d) Attend Joint County Planning Commission/BOCC Briefing and Study Session. After October 14, 2014, attend joint county study session and present input and options for the process and themes to address for the 2015 update.
- e) MindMixer "Testing" of Preliminary Themes. If desired, City staff will use the City's MindMixer (aka, InspireBoulder) account to obtain community feedback on the preliminary themes and directions identified during Tasks 1 and 2. The Consultant will assist with formulating the questions to be posted on MindMixer; staff will be responsible for administering the questions and tabulating results.

Task 2 Consultant Deliverables:

1. Draft and revised summary materials of preliminary findings; summary notes from staff review meeting
2. Presentation for City joint Study Session and Summary of input from same
3. Presentation for County joint Study Session and Summary of input
4. Themes and questions for MindMixer input (if desired by City)

Task 3. Preliminary and Final Report

Purpose: Task 3 will result in report that summarizes the findings from Tasks 1 and 2, as well as recommendations for themes to include in the Plan update; an annotated outline of a revised structure for the plan; and recommendations for conducting the planning process.

a) Prepare Staff Draft – Analysis and Recommendations. The consultant will prepare a draft report that summarizes the findings of our analysis and recommended themes to include in the plan, includes an annotated outline for how the plan might be assembled, and provides guidance for the process to successfully complete the update. The report should include all the deliverables from the previous tasks, which may include the following:

- Summary of current BVCP status, history, and policy directions
- Best practices for comprehensive plans
- Key themes from community, staff, and leadership input
- Analysis of current plan strengths and weaknesses
- Recommendations for new plan themes and directions
- Recommended plan structure outline

City staff will be responsible for submitting consolidated comments on this draft. In addition, the consultant will meet with key project staff to discuss issues, omissions, or clarifications.

b) Prepare Final Report – Analysis and Recommendations. After receiving consolidated staff comments, the consultant will finalize the Analysis and Recommendations document.

Task 3 Consultant Deliverables:

1. Staff Draft – Analysis and Recommendations for Plan Update (electronic delivery)
2. Final Analysis and Recommendations for the BVCP2015 Update

Schedule of Events and Deliverables

<i>Commence work.....</i>	<i>August 11, 2014</i>
<i>Attend staff team meetings.....</i>	<i>late August/early September</i>
<i>Attend stakeholder meetings.....</i>	<i>early September</i>
<i>Attend Interdepartmental Executive team meeting.....</i>	<i>Sept. 16, 2014 (3:30)</i>
<i>Attend Planning Board Session.....</i>	<i>September 18, 2014</i>
<i>Attend Joint Planning Board/City Council Study Session.....</i>	<i>October 14, 2014</i>
<i>County Joint Study Session.....</i>	<i>After Oct. 14 - TBD by County</i>
<i>Completed Project and Report.....</i>	<i>December 15</i>

SUSTAINABILITY FRAMEWORK

The city is continuously working to provide service excellence for an inspired future and moving towards the vision of One City, One Boulder. As part of this effort, the sustainability framework helps to provide a common language for community and City Council goals and priorities and ensure alignment across the city organization.

The framework uses seven broad categories as desired community outcomes necessary for Boulder's vision of a great community. When the city implements the strategies outlined in this framework, then Boulder will have a Safe, Healthy & Socially Thriving, Livable, Accessible & Connected, Environmentally Sustainable, and Economically Vital Community and provide Good Governance. Strategies to achieve those outcomes are developed and advanced in the annual budget as well as strategic and master plans.

GETTING AWAY FROM "SILOS" TO WORK TOWARD MULTIPLE GOALS

Alignment across the organization with the wide range of community priorities, allows the city organization to evaluate whether or not expectations are being met and to more nimbly adjust, if necessary. Overall, the framework encourages holistic, systemic thinking and allows for more strategic decision-making as the city moves together in the same direction. There are key concepts like resiliency, equity and engagement that are embedded in each category because they are essential in all areas.

USE THE FRAMEWORK IN PLANS, PROJECTS AND KEY INITIATIVES

Specific initiatives to achieve these Boulder outcomes and strategies are outlined in greater detail in master/strategic plans and the city's budget. Certain multiple-objective or cross-departmental projects will benefit from using the framework to guide strategies but it may not be effective or applicable for all projects. Efforts are ongoing to align the framework with budget process and key initiatives.



SAFE COMMUNITY:

- Enforces the law, taking into account the needs of individuals and community values
- Plans for and provides timely and effective response to emergencies and natural disasters
- Fosters a climate of safety for individuals in homes, businesses, neighborhoods and public places
- Encourages shared responsibility, provides education on personal and community safety and fosters an environment that is welcoming and inclusive



HEALTHY & SOCIALLY THRIVING COMMUNITY:

- Cultivates a wide-range of recreational, cultural, educational, and social opportunities
- Supports the physical and mental well-being of its community members and actively partners with others to improve the welfare of those in need
- Fosters inclusion, embraces diversity and respects human rights
- Enhances multi-generational community enrichment and community engagement



LIVABLE COMMUNITY:

- Promotes and sustains a safe, clean and attractive place to live, work and play
- Facilitates housing options to accommodate a diverse community
- Provides safe and well-maintained public infrastructure, and provides adequate and appropriate regulation of public/ private development and resources
- Encourages sustainable development supported by reliable and affordable city services
- Supports and enhances neighborhood livability for all members of the community



ENVIRONMENTALLY SUSTAINABLE COMMUNITY:

- Supports and sustains natural resource and energy conservation
- Promotes and regulates an ecologically balanced community
- Mitigates and abates threats to the environment



ACCESSIBLE & CONNECTED COMMUNITY:

- Offers and encourages a variety of safe, accessible and sustainable mobility options
- Plans, designs and maintains effective infrastructure networks
- Supports strong regional multimodal connections
- Provides open access to information, encourages innovation, enhances communication and promotes community engagement
- Supports a balanced transportation system that reflects effective land use and reduces congestion



ECONOMICALLY VITAL COMMUNITY:

- Supports an environment for creativity and innovation
- Promotes a qualified and diversified work force that meets employers' needs and supports broad-based economic diversity
- Fosters regional and public / private collaboration with key institutions and organizations that contribute to economic sustainability
- Invests in infrastructure and amenities that attract, sustain and retain diverse businesses, entrepreneurs and the associated primary jobs



GOOD GOVERNANCE:

- Models stewardship and sustainability of the city's financial, human, information and physical assets
- Supports strategic decision-making with timely, reliable and accurate data and analysis
- Enhances and facilitates transparency, accuracy, efficiency, effectiveness and quality customer service in all city business
- Supports, develops and enhances relationships between the city and community/ regional partners
- Provides assurance of regulatory and policy compliance

Summary from Oct. 14, 2014 Joint Study Session of the Planning Board and City Council Regarding Boulder Valley Comprehensive Plan

Following a brief presentation from staff and consultants, the Boulder Planning Board and City Council discussed the Boulder Valley Comprehensive Plan 2015 Major Update. They addressed three questions:

1. **New Topics and Issues:** What new issues and opportunities should the 2015 plan update address?
2. **Update Approach:** What is the appropriate level of effort and community engagement for the plan update?
3. **Resilience Strategy:** Should the resilience strategy process and/or outcomes be bundled with the BVCP update?

The following summary reflects general input given. The study session was televised and a more complete summary will be available for approval.

1—New Topics

In general, Planning Board and City Council members commented that the plan should:

- Provide more certainty regarding development review process.
- Include climate goal and sustainability and flow down to implementation.
- Include resilience.
- Address built environment and provide a good definition of compact urban form beyond the “centers” definition (i.e., to guide the shape of development, in certain areas of the city, and streetscapes) and then include code changes, including by right and site review criteria. But be careful of overemphasis on this part of the update.

2—Update Approach, Level of Effort

There was general agreement that the BVCP is serving the community well and does not need a major overhaul; however, it could use some modernization. The update “level” might be somewhere between minor and major, with a fair amount of focus in 2015 on implementation tools. Specifically:

- The plan vision generally describes what the community wants. Do not substantively change the vision itself, but make it more obvious and clear.
- Reduce wordiness of the plan and make it more graphic – repackage it, integrate sustainability, and do a better job of telling the Boulder story.
- Clarify policies in key areas.
- Include outcomes and possibly metrics to measure outcomes (particularly new greenhouse gas goals, etc.).
- Focus on implementation – the plan should be a springboard or backstop to clarify actions and provide linkages to other plans and initiatives.

- Add visualization and graphics to accompany the text regarding urban form (e.g., such as San Francisco or other examples) – possibly a separate chapter or corollary plan for urban form.

3—Resilience Strategy

- There was general agreement that the BVCP should include or weave in the resilience strategy and integrate it with the plan to accelerate the community’s resilience strategy. Combine the community engagement that we would do for resilience, particularly for vulnerable populations.

Additional ideas discussed included:

- Several members suggested a simple approach to neighborhood identification and planning – “light touch” neighborhood planning might get more people involved and might yield policies that seem less “one size fits all” across the community. The new neighborhood liaison position may be able to help. Other members did not think that neighborhoods are where change occurs, and the plan should focus on the areas of change, with some concern expressed about spreading resources too thin on neighborhood planning.
- Regional emphasis is important (e.g., housing, infrastructure, climate) to give a more full and accurate picture of Boulder’s sustainability.
- More emphasis on community partnerships.
- Include arts and culture.
- Include local food – provide better coverage regarding implementation
- Address cell phone coverage in the community.
- Address map changes (Area III, Planning Reserve).