

## **INFORMATION PACKET MEMORANDUM**

To: Mayor and Members of Council

From: Nuria Rivera-Vandermyde, City Manager  
Brad Mueller, Planning & Development Services Director  
Edward Stafford, P&DS Civil Engineering Senior Manager  
Kristofer Johnson, P&DS Comprehensive Planning Senior Manager  
Sarah Horn, P&DS Senior City Planner

Date: October 19, 2023

**Subject: Information Item: Area III-Planning Reserve Baseline Urban Services Study (BUSS) Update**

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### **EXECUTIVE SUMMARY**

The Area III-Planning Reserve (Planning Reserve) is approximately 500 acres and was identified through the 1993 Area III Planning Project as the portion of Area III where the city intends to maintain the option of Service Area expansion for future urban development in response to priority community needs that cannot be met within the existing Service Area. While Service Area expansion into the Planning Reserve may occur over time in several separate actions, it must result in a logical expansion of the Service Area.

A process for Service Area expansion (i.e., conversion of Area III-Planning Reserve to Area II which allows for annexation) was subsequently set in place and is defined in the Boulder Valley Comprehensive Plan (BVCP) to ensure a methodical approach to the Planning Reserve. The Baseline Urban Service Study (BUSS) is the first of three steps in exploring the potential feasibility of extending urban services and possible Service Area expansion into the Planning Reserve. The BUSS is being led by the Planning & Development Services Comprehensive Planning team in collaboration with various city departments directly related to the provision of urban services including public water, public sewer, stormwater and flood mitigation, urban fire protection and emergency medical care, urban police protection, multimodal transportation, and developed urban parks.

Per the BVCP, “the purpose of the study is to learn more about the feasibility and requirements to provide urban services to the area, and to understand potential phasing and logical areas of planning and potential expansion.” The BUSS will provide an objective technical analysis of the feasibility, phasing, and potential costs of extending urban services into the Planning Reserve (Step 1). The outcomes of the study will help inform whether Planning Board and City Council wish to proceed with an evaluation of unmet community needs (Step 2) and then initiate a Service Area expansion planning process (Step 3).

As a technical study rather than a policy-setting process, the engagement approach will be at the Inform level and the team plans to provide periodic updates to Planning Board and City Council

throughout the project. Future steps would require substantially more robust community engagement to evaluate the policies around whether it is necessary and/or appropriate to consider a Service Area expansion into the Planning Reserve. The completed study will be reviewed by Planning Board and accepted by City Council. The study is expected to be finished by Q4 of 2024, in advance of the next major update to the BVCP.

## **FISCAL IMPACT**

The cost for this project is anticipated to be between \$250K-\$350K for consultant services to analyze existing infrastructure and determine possible future expansion feasibility. This amount is covered under 2023 and 2024 budget allocations to the Planning & Development Services, Public Works – Utilities, and Transportation & Mobility departments. There is no additional fiscal impact anticipated at this time.

## **COMMUNITY SUSTAINABILITY ASSESSMENTS AND IMPACTS**

Staff will complete an objective analysis of the feasibility of providing urban services to the Planning Reserve. This study will not present additional economic, environmental or social impacts to the city. If, after acceptance of this study, City Council directs staff to continue the process to consider the conversion of Area III-Planning Reserve land to Area II (i.e., eligible for annexation), community impacts will be evaluated in more detail.

## **BACKGROUND**

### **Creation of the Area III-Planning Reserve**

The Service Area concept and the creation of Areas I, II, and III is one of the keystones of the Boulder Valley Comprehensive Plan (BVCP), and in combination with joint city/county decision-making, distinguishes the plan from many others in the state and country. Area I (the city) and Area II (the area planned for annexation and service provision) form the city's Service Area. Area III was defined in 1977 to not accommodate urban development so that the rural character could be preserved and protected.

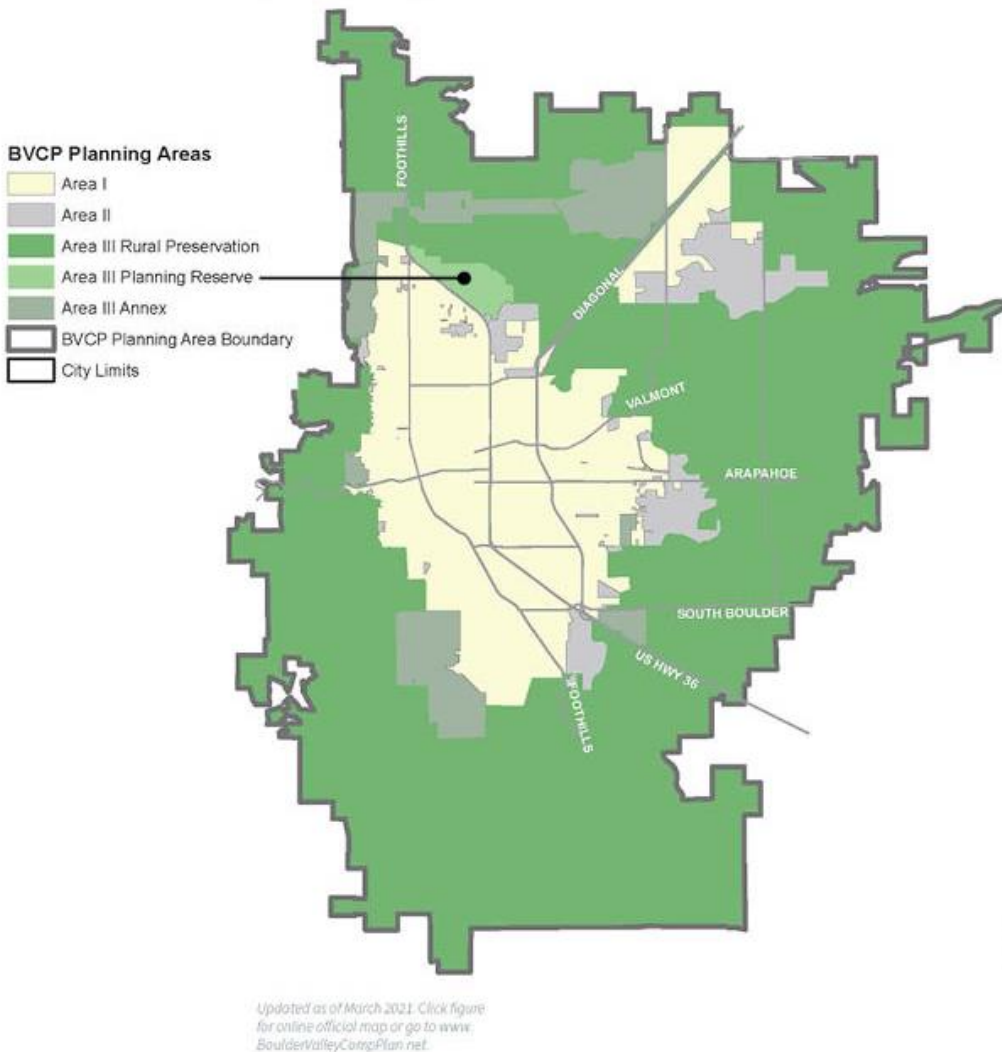
The Planning Areas remained as originally defined until the conclusion of the Area III Planning Project, a three-year joint effort of the city and county planning departments completed in 1993. The city and the county had been receiving incremental requests for Area III to Area II changes, particularly along the Jay Road corridor and East Arapahoe, and the BVCP did not provide guidance as to where such a change would be appropriate. The goal of the Area III Planning Project was to determine where and when urban growth may be acceptable in the future, prior to considering Service Area expansions.

City and county decision-makers ultimately concluded that only a small amount of Area III should be contemplated for future urban expansion, and then only if detailed planning for the area indicates that community benefits exceed potential negative impacts. The final report states:

“Service Area expansion is not desirable simply to provide additional land supply for future development; it must provide a broad range of community benefits...conceptual planning should provide an analysis of cumulative impacts and whether the carrying capacity of the Boulder Valley can absorb this additional growth...and should also provide an evaluation of trade-offs in meeting conflicting community goals.”

After a series of public hearings, the four approval bodies agreed in the fall of 1993 to:

- Designate several hundred acres in the "West Portion-Northcentral Area" site as Area III-Planning Reserve because it presented very limited environmental constraints, was proximate to urban services, and was of sufficient overall size to potentially accommodate future unmet community needs; and
- Designate the remainder of Area III as "Area III- Rural Preservation Area," where the city and county intend to preserve existing rural land uses and character.



**Figure 1: Planning Areas Map (BVCP)**

The Area I, II, III framework continues to define the BVCP and the city’s approach to the urban service area as seen in Figure 1 and **Attachment A**. The Area III-Planning Reserve includes approximately 500 acres of land located outside the current city service area boundary, on the east side of Highway 36, west of 51<sup>st</sup> Street, and north of Jay Road. This location was selected for potential urban service expansion and annexation because of its contiguity to the existing

service area and its perceived lack of hazard areas, significant agricultural lands, and sensitive environmental areas.

The city owns approximately 200 acres of the Planning Reserve, with the remainder held by private property owners. About 30 acres have been identified for future affordable housing by the Housing & Human Services department, whereas most of the city-owned land was purchased with the 0.25 Cent Sales Tax created through a ballot measure to establish a dedicated and specific fund for Parks and Recreation to acquire and develop necessary park land to meet the levels of service in the community. The Parks and Recreation managed land currently satisfies the future needs and growth of the community for park and recreation land and facilities. If the city wanted to utilize this land for purposes other than park and recreation uses, it would need to follow the procedures in the city charter related to the disposal of park land and reimburse the Parks and Recreation fund.

### **Service Area Expansion Process**

A process for converting Area III-Planning Reserve land to Area II (i.e., eligible for annexation) was subsequently set in place to ensure comprehensive planning of the Planning Reserve, as opposed to incremental changes. In the 2015 BVCP update, more definition was added to the procedures for a Service Area expansion including the requirement to prepare a Baseline Urban Services Study as a preliminary step. The process is described in BVCP Exhibit B: Amendment Procedures on pages 162-164 (**Attachment B**). There are three sequential steps to consider an expansion and the process may be paused by City Council at each point if the criteria for future steps are unmet at that time. The steps are as follows:

#### **Step 1: Baseline Urban Services Study**

The purpose of the Baseline Urban Services Study is to learn more about the feasibility of and requirements to provide urban services to the area. This study provides a foundation of information necessary prior to undertaking the other two steps summarized below. The Baseline Urban Services Study can be completed any time (i.e., it need not be done in conjunction with a BVCP update) and it can be completed for the entire Planning Reserve or a portion. The study includes, but is not limited to, analysis and inventory of existing infrastructure and service capacity such as:

- Needed upgrades to the water, wastewater, and stormwater facilities and distribution system;
- Additional fire stations or vehicles;
- Police protection needs;
- Transportation network connections;
- Capacity of existing schools;
- Urban parks;
- Inventory of existing uses in the Area III-Planning Reserve; and
- Identification of logical Service Area expansions (areas and/or phasing).

#### **Step 2: Identify Community Needs**

The Planning Board and City Council will hold a public hearing prior to or during the early stages of a Mid-term or Major BVCP update to determine whether there is interest in considering

a Service Area expansion as part of that update. Staff would then conduct a planning effort to solicit and identify priority community needs as part of the update process. The finding of the community needs study would be referred to Boulder County prior to the Planning Board and City Council holding public hearings. The purpose of the city's public hearings would be to decide whether the community needs are of sufficient priority to proceed with Service Area expansion based on three eligibility criteria:

- **Community Value:** Expansion will address a long-term community value described in the BVCP
- **Capacity:** The existing Service Area does not include suitable existing or potential land/service capacity for the needs of the community
- **Benefit:** Expansion will benefit existing community members in the Boulder Valley and will provide lasting benefits for future generations

### **Step 3: Service Area Expansion Plan**

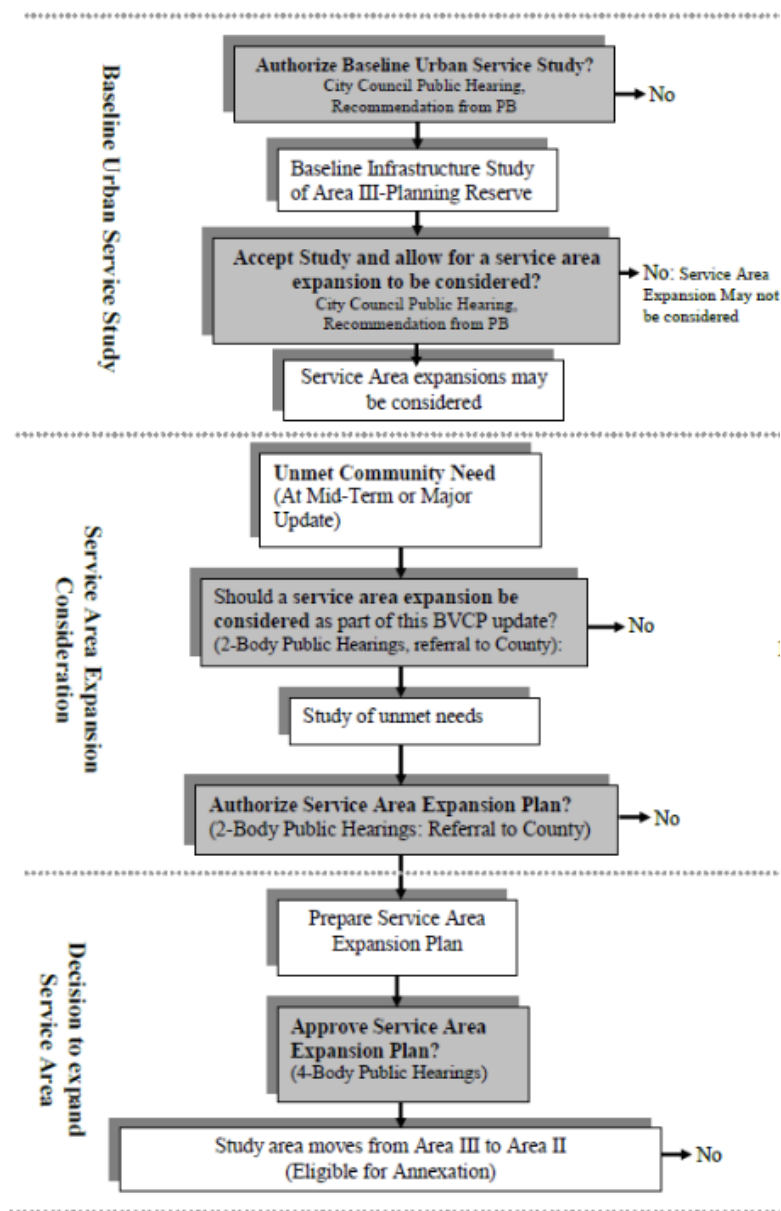
If Council decides there is sufficient priority community need identified in Step 2 for a Service Area expansion, the final step may be implemented. The expansion plan is anticipated to be similar in scope to an Area Plan and will be developed by city staff in coordination with the county. The plan will include:

- Location and amount of land area needed.
- Other uses that are desired or needed based on identified community needs.
- Conceptual land use and infrastructure plans, to ensure adequate facilities and services can be provided.
- General annexation requirements to further comprehensive plan goals and policies
- Requirements and conditions for the city and private sector for development, including on-site and off-site mitigation of impacts.
- Anticipated development phasing

Approval of the Service Area expansion plan and subsequent changes from Area III-Planning Reserve to Area II would be decided by both the city and county. This approval must consider:

- Minimum size of approximately 40 acres or greater
- Minimum contiguity with the existing Service Area of 1/6 of the total perimeter of the expansion area
- Provision of a community need that cannot be met within the existing service area
- Logical extension of the service area that is an efficient increment, a desirable community edge, and a contribution to compact urban form
- Compatibility with the surrounding area and policies of the Comprehensive Plan
- No major negative impacts where the community benefits outweigh development costs and adverse impacts
- Appropriate timing for annexation and development of the expansion area after it is changed to Area II

The following diagram illustrates the decision-making process starting with the Baseline Urban Services Study. At any point in the process, Council can decide to continue with service area expansion consideration or decide to not move forward with consideration.



**Figure 2: Area III-Planning Reserve Service Area Expansion Decision Making Process ANALYSIS**

Staff are preparing to initiate the Baseline Urban Services Study in early 2024 and complete the study in advance of the major update to the BVCP starting in 2025. The BUSS will provide an analysis of baseline data to help the Boulder community and decision makers understand the potential scope, extent and feasibility of expanding city services to the area. The BVCP states that “adequate urban facilities and services” are a prerequisite for new urban development. Urban services as defined by the BVCP specifically include:

- Public water
- Public sewer

- Stormwater and flood mitigation
- Urban fire protection and emergency medical care
- Urban police protection
- Multimodal transportation
- Developed urban parks

Per the BVCP, the purpose of the BUSS is “to learn more about the feasibility and requirements to provide [these] urban services to the area, and to understand potential phasing and logical areas of planning and potential expansion.” Staff have prepared a detailed scope of work and schedule for the project (**Attachment C**). A summary of the project is as follows:

### **Goals**

- The goals of the Area III Planning Reserve Baseline Urban Services Study are:
- To understand what infrastructure and urban services currently exist nearby that can be reasonably extended (practically, logistically and financially) into Area III and any infrastructure and services that exist within the Area III Planning Reserve
- To describe the type and extent of urban services that would be needed in the Area III Planning Reserve under three (3) service demand scenarios (low, medium, high) based on an assumed mixture of land use consistent with the size of the area.
- To develop an initial understanding of the probable impacts, costs, phasing, and funding of providing urban services under each scenario.

### **Intended Outcomes**

- Analysis of the feasibility and costs necessary to provide urban services in the Area III-Planning Reserve
- Planning Board review and City Council acceptance of a Baseline Urban Services Study
- A report that can be used as a starting point to inform community conversations during the 2025 BVCP major update if deemed necessary by City Council

### **Scope of Work**

Staff will work with a team of consultants to complete the following for the Area III-Planning Reserve:

- Inventory of Existing Infrastructure
- Identification of three (3) Potential Future Service Demand Scenarios (low, medium, high), based on an assumed mixture of land use consistent with the size of the area
- Service Demand Scenarios/Capacity Analysis
  - Analysis of potential future service demand scenarios and associated infrastructure and service capacity needs. Infrastructure/services to be analyzed include:
    - Additional municipal water supply demands
    - Needed upgrades to water, wastewater, and stormwater infrastructure (distribution and collection systems) and facilities.
    - Additional fire stations, vehicles, and staff
    - Additional police protection needs and staff.
    - Multi-modal transportation network needs/connections

- Urban parks
- Ancillary services such as schools, libraries, etc.
- Identification of logical Service Area expansions (areas and/or phasing)
- Preparation of the Baseline Urban Services Study report

## Schedule

The following schedule provides a general overview of the anticipated process and schedule for the BUSS.

AREA III-PLANNING RESERVE BASELINE URBAN SERVICES STUDY	2023		2024				2025
	Q3	Q4	Q1	Q2	Q3	Q4	Q1
<b>Phase 1: Project Coordination</b>							
Task 1: Project Scoping							
Task 2: Consultant Services Procurement							
<b>Phase 2: Baseline Urban Services Study</b>							
Task 1: Outline, Research, & Inventory							
Task 2: Service Demand Scenarios							
Task 3: Scenario Evaluations							
Task 4: Baseline Urban Services Study Report							
Task 5: Project Closeout							

**Figure 3: Area III Planning Reserve BUSS Schedule**

## NEXT STEPS

The project team will spend the remainder of 2023 organizing project logistics and completing the consultant procurement process. Starting in Q1 2024, staff will begin work on Phase 2: Baseline Urban Services Study (BUSS), which is anticipated to be completed by the end of 2024.

Staff anticipates providing updates to City Council, either as Information Packets or Study Sessions, at the following points in the process:

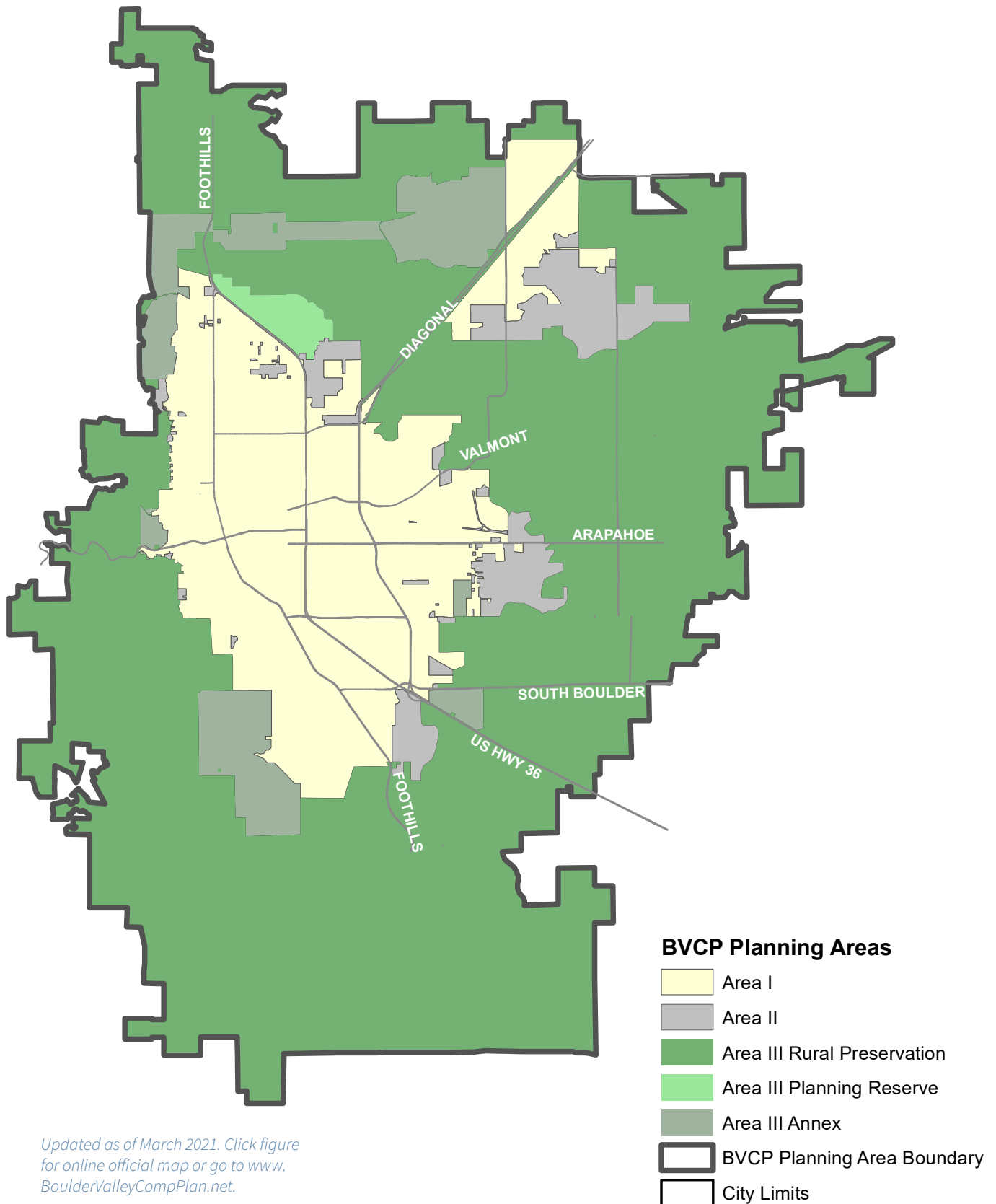
1. Q2 2024: Existing Conditions Inventory and Service Demand Scenarios
2. Q3 2024: Service Demand Scenario Evaluations & Identification of Logical Service Area Expansions
3. Q4 2024: Baseline Urban Services Study Final Report and City Council Acceptance

## ATTACHMENTS

- Attachment A: BVCP Planning Areas Map
- Attachment B: BVCP Exhibit B – Amendment Procedures
- Attachment C: Baseline Urban Services Study Scope of Work



**Figure 1-1:** Planning Areas I, II, III



## Exhibit B: Boulder Valley Comprehensive Plan - Amendment Procedures

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### Intro

The Boulder Valley Comprehensive Plan is a joint policy document legislatively adopted by the City of Boulder and Boulder County. The plan is updated periodically to respond to changed circumstances or community needs. Changes to the comprehensive plan fall into four categories:

- Changes that may be considered at any time
- Changes that may be considered during a map-only update
- Changes that may be considered during a mid-term update
- Changes that may only be considered during the major update

The table below summarizes the different types of changes, when they may be considered, and the decision-making bodies that approve them. When the table refers to the decision-making bodies that approve changes:

- "city" means Planning Board and City Council;
- "county" means the County Planning Commission and Board of County Commissioners; and
- "city and county" means Planning Board, City Council, County Planning Commission, and Board of County Commissioners.

## Summary Matrix

Type	WHEN				WHO		HOW
	Map Only	Mid-term	Major Update	Any-time	Approval Bodies	Who may Initiate <sup>1</sup>	Criteria
<b>LAND USE MAP</b>							
All types of Land Use Map changes	X	X	X	-	City (Area I & II Call-up to BOCC for Area II) City and County (Area III)	All	Sec. A.1.
Land Use Map changes related to rezoning, subcommunity/area plan or annexation only	-	-	-	X	City (Area I & II Call-up to BOCC for Area II) City and County (Area III)	City, Prop. owner	Sec. A.1.
<b>PLANNING AREAS MAP - AREA II/III BOUNDARY</b>							
Service Area Expansion (Area III to Area II) or Contraction (Area II to Area III)							
MINOR ADJUSTMENTS: Area III – Rural Preservation to Area II	X	X	X	-	Under 5 acres: City Over 5 acres: City, call-up to BOCC	All	Sec. A.2.a.i
SERVICE AREA EXPANSION: Area III - Planning Reserve to Area II	-	X	X	-	City and County	City	Sec. A.2.a.ii
SERVICE AREA EXPANSION: Reinstatement of Area III - Rural Preservation back to Area II	-	X	X	-	City and County	Prop. owner	Sec. A.2.a.ii
SERVICE AREA CONTRACTION: Area II to Area III Rural - Preservation	-	X	X	-	City and County	All	Sec. A.2.a.iii
Rural Preservation Expansion or Contraction							
RURAL PRESERVATION EXPANSION: Area III - Planning Reserve to Area III - Rural Preservation	-	-	X	-	City and County	All	Sec. A.2.b.i
RURAL PRESERVATION CONTRACTION: Area III - Rural Preservation to Area III - Planning Reserve	-	-	X	-	City and County	All	Sec. A.2.b.ii
Planning Area Expansion or Contraction							
Expansion or contraction of Area III outer boundary	-	X	X	-	City and County	City and County	Sec. A.2.c.i
<b>POLICIES</b>							
Minor edits	-	X	-	-	City and/or County	All	Sec. A.3.
Major edits	-	X	X	-	City and/or County	All	Sec. A.3.
<b>TEXT</b>							
Plan and Program Summaries; Urban Service Criteria and Standards; Subcommunity and Area Plan section	-	X	X	X	City	All	-

<sup>1</sup> All: Members of the public, property owners, city staff, county staff, city approval bodies (Planning Board, City Council); county approval bodies (Planning Commission, Board of County Commissioners)

City: city staff and approval bodies

County: county staff and approval bodies

Public: Members of the public including, but not limited to, property owners

Property Owners: Owners of property subject to proposed change

## A. Types of Changes

### 1. Land Use Map Changes

#### Description

The Land Use Map is not intended to be a zoning map. Instead, it provides policy direction and definition for future land uses in the Boulder Valley.

#### Criteria

To be eligible for a Land Use Map change, the proposed change:

- a) on balance, is consistent with the policies and overall intent of the comprehensive plan;
- b) would not have significant cross-jurisdictional impacts that may affect residents, properties or facilities outside the city;
- c) would not materially affect the land use and growth projections that were the basis of the comprehensive plan;
- d) does not materially affect the adequacy or availability of urban facilities and services to the immediate area or to the overall service area of the City of Boulder;
- e) would not materially affect the adopted Capital Improvements Program of the City of Boulder; and
- f) would not affect the Area II/Area III boundaries in the comprehensive plan.

#### Decision-making

Land Use Map changes in Area I & II are a city decision, with call-up to the county as described in the referral & call up procedures. Changes in Area III are a city and county decision.

### 2. Area II/III Boundary Changes

#### a. Service Area Expansions and Contractions

##### i. Minor Adjustment to the Service Area (Area III-Rural Preservation to Area II)

#### Description

A minor adjustment to the service area boundary is a small, incremental service area expansion that creates a more logical boundary. A change in designation of land from Area III to Area II may be eligible to be approved as a minor service area boundary adjustment based on the following criteria:

#### Applicability

- a) **Maximum size:** The total size of the area must be no larger than ten acres. Residential areas larger than 10 acres may be considered if the area consists of substantially developed properties below the Blue Line along the western edge of the service area.
- b) **Minimum contiguity:** The area must have a minimum contiguity with the existing service area of at least 1/6 of the total perimeter of the area.

#### Criteria

- a) **Logical Service Area boundary:** The resulting Service Area boundary must provide a more logical Service Area boundary (Area III/II), as determined by factors such as:
  - 1. more efficient service provision,
  - 2. a more identifiable edge to the urbanized area or neighborhood,
  - 3. a more functional boundary based on property ownership parcel lines or defining natural features.

- b) **Compatibility with the surrounding area and the comprehensive plan:** The proposed change of Area III to II must be compatible with the surrounding area as well as on balance, the policies and overall intent of the comprehensive plan.
- c) **No major negative impacts:** It must be demonstrated that no major negative impacts on transportation, environment, services, facilities, or budget will result from an expansion of the Service Area.
- d) **Minimal effect on land use and growth projections:** The proposed change of Area III to II change does not materially affect the land use and growth projections that were the basis of the Comprehensive Plan.
- e) **Minimal effect on service provision:** The proposed change of Area III to II does not materially affect the adequacy or availability of urban facilities and services to the immediate area or the overall Service Area of the City of Boulder.
- f) **Minimal effect on the city's Capital Improvements Program:** The proposed Area III to II change does not materially affect the adopted Capital Improvements Program of the City of Boulder.
- g) **Appropriate timing:** The proposed Area III to II change will not prematurely open up development potential for land that logically should be considered as part of a larger Service Area expansion.

### Decision Making

Minor Adjustments to the Service Area boundary are a city decision for areas five acres and under. For areas greater than five acres, the Board of County Commissioners may call-up a city decision for its review under the procedures described below.

## ii. Service Area Expansions: Planning Reserve (Area III-Planning Reserve to Area II)

### Description

The Area III-Planning Reserve is identified on the Area I, II, III map and includes approximately 500 acres of land outside the existing service area of the City of Boulder. The Area III-Planning Reserve is not currently eligible for urban services or annexation. This area was established at the conclusion of a comprehensive analysis of Area III; when city and county determined that only a small amount of Area III should be contemplated for future urban expansion, and then only if detailed planning for the area indicates community benefits exceed potential negative impacts. The area was chosen for its location and characteristics based upon the apparent lack of sensitive environmental areas, hazard areas and significant agricultural lands, the feasibility of efficient urban service extension, and contiguity to the existing Service Area, to maintain a compact community.

The Area III-Planning Reserve is that portion of Area III where the city intends to maintain the option of Service Area expansion for future urban development in response to priority community needs that cannot be met within the existing Service Area.

While Service Area expansion into the Area III-Planning Reserve may occur over time in several separate actions, it must result in a logical expansion of the Service Area. The needs of future generations should be considered any time a Service Area expansion of the Planning Reserve is contemplated.

### Baseline Urban Services Study Required

The City of Boulder will complete a baseline urban services study of the Area III-Planning Reserve prior to considering a service area expansion. The purpose of the study is to learn more about the feasibility and requirements to provide urban services to the area, and to understand potential phasing and logical areas of planning and potential expansion. The city may undertake preparing the baseline urban service study at any time for all or a portion of the Planning Reserve, and should include, but is not limited to an analysis and inventory of the existing infrastructure and service capacity (such as needed upgrades to the water, wastewater, and stormwater or facilities and distribution system, additional fire stations or

vehicles and police protection needs, transportation network connections, capacity of existing schools, urban parks), inventory of existing uses in the Area III-Planning Reserve, and identification of logical Service Area expansions (areas and/or phasing). The completed study will be reviewed by the Planning Board and accepted by the City Council.

### Service Area expansion process

#### a) Service Area expansion consideration

The city may consider a service area expansion into the Area III-Planning Reserve following acceptance of the baseline urban services study. Service Area expansion may occur at a mid-term or major update to the BVCP. At the beginning of each BVCP update, the Planning Board and City Council will hold a public hearing to determine if there is interest in considering a Service Area expansion as part of that update. If the city is interested in considering a Service Area expansion, a planning effort to solicit and identify priority community needs will begin. The city will hold public hearings and decide whether the identified needs are of sufficient priority based on the eligibility criteria below to warrant preparation of a Service Area expansion plan. Prior to the public hearings by the city, the identified needs will be referred to the county.

#### Criteria for Initiating a Service Area Expansion Plan

In order to initiate a service area expansion plan there must be sufficient community need. In determining whether there is sufficient community need, the city will consider the following factors:

- a. **Community Value:** Expansion will address a long-term community value as articulated in the Comprehensive Plan.
- b. **Capacity:** The need for a service area expansion cannot be met within the existing Service Area because there is not suitable existing or potential land/service capacity.
- c. **Benefit:** Expansion will benefit the existing residents in the Boulder Valley and will have a lasting benefit for future generations.

#### b) Service Area Expansion Plan

An expansion plan for priority community needs is anticipated to be similar in scope to an Area Plan, as described in the Comprehensive Plan and will be developed by the city in coordination with the county. If the city initiates preparation of a service area expansion plan, it will include, but not be limited to the following information:

- a. The location and amount of land area needed;
- b. Other uses that are needed or desired based on the identified needs;
- c. Conceptual land use and infrastructure plans, to ensure adequate facilities and services can be provided;
- d. General annexation requirements to further comprehensive plan goals and policies;
- e. Requirements and conditions for the city and the private sector for development, including on-site and off-site mitigation of impacts; and
- f. Anticipated development phasing.

#### Approval of a Service Area Expansion Plan

A service area expansion plan approval and change from Area III-Planning Reserve to Area II will consider the following:

- a. **Minimum size:** In order to cohesively plan and eventually annex by neighborhoods and to build logical increments for infrastructure, it is encouraged that the minimum size of the parcel or combined parcels for Service Area expansion be at least forty acres.
- b. **Minimum contiguity:** The parcel or combined parcels for Service Area expansion must have a minimum contiguity with the existing service area of at least 1/6 of the total perimeter of the area.

- c. **Provision of a community need:** Taking into consideration an identified range of desired community needs, the proposed change must provide for a priority need that cannot be met within the existing service area.
- d. **Logical extension of the service area:** The resulting service area boundary must be a logical extension of the service area. Factors used in making this determination include but are not limited to an efficient increment for extending urban services; a desirable community edge and neighborhood boundary; and a location that contributes to the desired compact urban form.
- e. **Compatibility with the surrounding area and comprehensive plan:** The proposed Area III-Planning Reserve area to Area II change must be compatible with the surrounding area and on balance, the policies and overall intent of the comprehensive plan.
- f. **No major negative impacts:** The Service Area Expansion Plan must demonstrate that community benefits outweigh development costs and negative impacts from new development and that negative impacts are avoided or adequately mitigated. To this end, the Service Area Expansion Plan will set conditions for new development, and it will specify the respective roles of the city and the private sector in adequately dealing with development impacts.
- g. **Appropriate timing for annexation and development:** A reasonable time frame for annexation is projected within the planning period after Area III-Planning Reserve area land is brought into the service area.

### Decision-making

Initiating a service area expansion plan is a city decision. Approval of a service area expansion plan and change from Area III – Planning Reserve to Area II will be decided by the City and County.

## iii. Service Area Contractions (Area II to Area III-Rural Preservation Area)

### Description

A Service Area contraction removes land from the city's Service Area, due to a change in circumstances.

### Applicability

- a) **Minimum size:** No minimum or maximum size.
- b) **Minimum contiguity:** No contiguity required.

### Criteria

Proposed changes from Area II to Area III-Rural Preservation Area must meet the following criteria:

- a) **Changed circumstances:** Circumstances have changed that indicate either the development of the area is no longer in the public interest, the land has or will be purchased for open space, or, for utility-related reasons, or the City of Boulder can no longer expect to extend adequate urban facilities and services to the area within 15 years.
- b) **Compatibility:** Any changes in proposed land use are compatible with the surrounding area and on balance, the policies and overall intent of the comprehensive plan.

### Decision-making

Changes from Area II to Area III – Rural Preservation are a city and county decision.

## iv. Service Area Reinstatement (Area III – Rural Preservation Area back to Area II – Service Area)

The owner of property that has been moved from Area II to Area III may request that the change be reevaluated under the same procedures and criteria that were used to make such a change for a period ten years after the change was made. Thereafter, such properties will be subject to all of the procedural requirements of this section.

***b. Area III Rural Preservation Expansions and Contractions***

**i. Area III-Rural Preservation Area Expansions (Area III-Planning Reserve to Area III-Rural Preservation)**

**Description**

An Area III – Rural Reservation expansion removes land from the Area III – Planning Reserve, due to a change in circumstances.

**Applicability**

Land to be considered for a change from Area III-Planning Reserve to Area III-Rural Preservation must have a minimum contiguity with the Area III-Rural Preservation area of at least 1/6 of the total perimeter of the area.

**Criteria**

Expansion of the Area III-Rural Preservation Area must meet the following criteria:

- a) **Changed Circumstances:** There is a desire and demonstrated need for expansion of the Area III-Rural Preservation Area due to changed circumstances, community needs, or new information on land use suitability (e.g., environmental resource or hazard constraints, feasibility of efficient extension of urban services, and compact and efficient urban form).

**Decision-making**

Changes from Area III-Planning Reserve to Area III-Rural Preservation are a city and county decision.

**ii. Area III-Rural Preservation Contractions (Area III-Rural Preservation Area to Area III-Planning Reserve)**

**Description**

An Area III – Rural Preservation contraction results in land being removed from rural preservation and identification as Area III – Planning Reserve, for potential future inclusion into the service area.

**Applicability**

Land to be considered for a change from Area III-Rural Preservation Area to Area III-Planning Reserve must have a minimum contiguity with the Area III-Planning Reserve area or the existing service area (Area I or Area II) of at least 1/6 of the total perimeter of the area.

**Criteria**

Contraction of the Area III-Rural Preservation Area must meet the following criteria:

- a) There is a demonstrated need for contraction of the Area III-Rural Preservation Area due to changed circumstances, community needs, or new information on land use suitability (e.g., environmental resource or hazard constraints, feasibility of efficient extension of urban services, and compact and efficient urban form)

**Decision-making**

Changes from Area III- Rural Preservation to Area III- Planning Reserve are a city and county decision.



### ***c. Planning Area Expansions and Contractions***

#### **i. Boulder Valley Planning Area Expansions or Contractions**

##### **Description**

A Planning Area boundary expansion or contraction changes the outer boundary of the area of joint planning between the city and county.

##### **Applicability**

An Area III outer boundary change may be initiated by the city or the county.

##### **Criteria**

A Planning Area Boundary change must meet the following criteria:

- a) There is a demonstrated need that either expansion or contraction of the planning area is necessary due to changed circumstances or past error in determining the boundary.

##### **Decision-making**

Changes to the Planning Area Boundary are a city and county decision.

### **3. Policy & Text Changes**

##### **Description**

The policies of the Boulder Valley Comprehensive Plan are contained within Chapter III of the plan.

##### **Decision-making**

- a) Where the "county" alone is referred to in the policy, the policy may be amended by the county, after referral to the city.
- b) Where the "city" alone is referred to in the policy, the policy may be amended by the city, after referral to the county.
- c) All other policies will be construed to be joint city and county statements of policy, and are to be amended by joint action.
- d) Where a particular "area" is not specified in the policy text, the policy will apply to all areas.

## **B. Procedures for changes**

This section describes the process and procedures for approving proposed changes to the BVCP. There are four types of procedures for changing the plan:

1. Changes that may be considered at any time
2. Map-only Update
3. Mid-Term Update
4. Major Update

## 1. Changes that may be considered at any time

### i. Scope:

Changes that may be considered at any time include:

- Changes to the Land Use Map concurrent with rezoning, annexation, or adoption/amendment of a subcommunity or area plan
- Changes to the Subcommunity and Area Plan section (Ch. V)
- Changes to the Master Plan and Program summaries (Ch. VI)
- Changes to the Urban Service Criteria and Standards (Ch. VII)

### ii. Schedule and Process

A request initiated by the property owner concurrent with a rezoning, development application, or annexation application must be submitted in writing to the city's Planning Department and must address the criteria for processing the request separately from a plan update. All other changes must be initiated by the city or county.

### iii. Referrals

The city will make a referral with preliminary comments to the county Land Use Department for comment. For land use changes the county will have 30 days after receipt of the referral to provide written notice to the city as to whether the proposed change meets the criteria.

## 2. Map only update

Changes to the comprehensive plan Land Use Map and Area I, II, III Map may be proposed as otherwise provided for in this plan or in a map only update. A map only update may be initiated between mid-term and major updates as needed. The purposes of the map only update are to provide an opportunity for the city and county, as well as the public to request changes to the plan that do not involve significant city and county resources to evaluate, to clean up mapping discrepancies and to make minor adjustments to the service area boundary. The map only update is not intended to be a time to consider significant Land Use Map changes, or any policy changes.

Changes that may be considered during a map only update include:

- Changes to the Land Use Map in Area I or II.
- Minor Adjustments to the Service Area Boundary.

## 3. Mid-term Update

A mid-term update will be initiated at some point between major updates. The purposes of the mid-term update are to address objectives identified in the last major update and review progress made in meeting those objectives, provide an opportunity for the public to request changes to the plan that do not involve significant city and county resources to evaluate, and make minor additions or clarifications to the policy section. The mid-term update is not intended to be a time to consider major policy changes.

Changes that may be considered during a mid-term update include:

- Changes to the Land Use Map.
- Changes to the Area I, II, III Map.
- Planning Area boundary changes.
- Minor edits to the policy section (Ch. III).
- Minor text edits.

- Changes to the Subcommunity and Area Plan section (Ch. V).
- Changes to the Master Plan and Program summaries (Ch. VI).
- Changes to the Urban Service Criteria and Standards (Ch. VII).

#### 4. The Major Update

The comprehensive plan will be reviewed at least every 10 years for potential amendments to reflect changes in circumstances and community desires.

Changes that may be considered during a major update include:

- Changes to the Land Use Map.
- Changes to the Area I,II,III Map.
- Rural Preservation Area Expansions or contractions.
- Planning Area boundary changes.
- Edits to the policy section (Ch. III).
- Edits to the plan text.
- Changes to the Subcommunity and Area Plan section (Ch. V).
- Changes to the Master Plan and Program summaries (Ch. VI).
- Changes to the Urban Service Criteria and Standards (Ch. VII).

#### 5. Schedule & Process of Updates

- Schedule:** Prior to the beginning of each update, the city Planning Department and the county Land Use Department will establish a process and schedule for the update. The schedule and process will be revised as needed during the review process. The process will include an opportunity for landowners and the general public to submit requests for changes to the plan. During major updates, policy changes should precede map changes.
- Screening:** Proposed changes from the public, staff and approval bodies will be reviewed by the city Planning Department, which will prepare a recommendation in consultation with the county Land Use Department on which proposals should go forward and which proposals should receive no further consideration. The bodies will consider all requests for changes together with the staff recommendations at initial public hearings and will compile a list of proposed changes to be considered during the update based upon:
  - consistency with the purposes of the update as described above,
  - available resources to evaluate the proposed change (city and county staffing and budget priorities),
  - consistency with current BVCP policies, and
  - compatibility with adjacent land uses and neighborhood context.
- Further study & initiation of hearings:** After a list of proposed changes to be considered during the update has been determined, the city Planning Department and county Land Use Department will study, seek appropriate public input, and make recommendations concerning proposed changes. Requests for changes to the comprehensive plan that affect an area designated Open Space will be reviewed by the city Open Space Board of Trustees and the county Parks and Open Space Advisory Committee. The board of trustees will make a recommendation prior to any action on that change. The bodies will then initiate the hearings on whether to approve, modify or deny any of the proposed changes.

## C. Referral & Call-up Process

As part of the cooperative planning process, the City of Boulder and Boulder County have established the following referral process for certain types of land use and public improvements activity within the Boulder Valley. A referral is a written communication from the Planning Department of either the city or the county to the Planning Department of either the county or the city, respectively, in which there is contained either a request for or a response to a request for review and comment on the above-described.

Responses to all referrals will be based upon the Boulder Valley Comprehensive Plan, including all applicable policies, maps, and implementation documents, and applicable codes, agreements, ordinances, and resolutions of the respective jurisdictions.

All referral requests and responses of departments of the city and the county will be received, reviewed and communicated through the respective planning departments, with the understanding that referral responses may be reviewed by the Planning Board or Planning Commission and/or the City Council or Board of County Commissioners at the referee's discretion.

Complete referral responses will be made within 30 days of receipt. The referrer will consider all referral responses or the fact that there have been no responses before proceeding with the activity proposed.

The city will not grant or deny applications for out-of-city water and sewer permits for development activities in Area II unless it has first received a referral response from the county.

The Board of County Commissioners may call up the following city decisions:

- Minor adjustments to the service area boundary over 5 acres in size.
- Area II Land Use Map changes over 5 acres in size.

The call up provisions do not apply to enclaves, city-owned land, and properties along the western edge of the service area below the blue line. After approval of a city decision that is eligible for a call-up, the city planning department will notify the county planning department of the decision. If the Board of County Commissioners chooses to call-up the decision within 30 days of the final city decision, it will hold a public hearing to approve or deny the change within 60 days of the call-up decision. The Board of County Commissioners may approve or deny the change or approve and request the city modify the approval. Any change to the comprehensive plan that is a result of a call up by the county will be final upon approval by both the city and the Board of County Commissioners.

## D. Notification

Any property owner whose property would be affected by a proposed change in land use designation or by service area expansions, contractions or boundary changes will receive timely written notice that such change or changes will be considered. Planning staff will exert its best efforts to provide such notice within 30 days of receiving a request that is to be considered. However, no hearing to approve or deny any such proposal will be held unless planning staff notified the affected property owner in writing at least 30 days prior to the date set for the hearing on the proposed change.

To provide general public notice, the city Planning Department will publish a Comprehensive Plan map indicating where the proposed changes are located and a description of each change at least ten days prior to the first public hearing to consider the proposed changes.

## E. Errors

If a discrepancy is found to exist within the Boulder Valley Comprehensive Plan that is clearly a drafting error, mapping discrepancy or a clerical mistake, either the city or the county, after a referral request to the other agency, may correct such error.

## AREA III PLANNING RESERVE

### BASELINE URBAN SERVICES STUDY (BUSS) SCOPE OF WORK

#### PROJECT BACKGROUND, PURPOSE & GOALS

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##### BACKGROUND

Based on the results of the 1993 Area III Planning Project, city and county decision-makers concluded that only a small amount of Area III – the Area III Planning Reserve – should be contemplated for future urban service area expansion, and then only if detailed planning for the area indicates that community benefits exceed potential negative impacts. The final report states:

“Service Area expansion is not desirable simply to provide additional land supply for future development; it must provide a broad range of community benefits...conceptual planning should provide an analysis of cumulative impacts and whether the carrying capacity of the Boulder Valley can absorb this additional growth...and should also provide an evaluation of trade-offs in meeting conflicting community goals.”

A process for service area expansion was set in place to ensure comprehensive planning of the Planning Reserve, as opposed to incremental changes. The process to convert Area III Planning Reserve land to Area II (i.e., eligible for annexation) is described in three sequential steps in the Boulder Valley Comprehensive Plan (BVCP):

- Step 1: Complete Baseline Urban Services Study
- Step 2: Identify Community Needs (community value, capacity, benefit)
- Step 3: Prepare Service Area Expansion Plan

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##### PURPOSE

The Baseline Urban Services Study (BUSS) is the first step in considering a conversion of Area III Planning Reserve to Area II that would allow for future annexation and urban development. While it is a first step, completing the study does not set in motion an actual conversion process. The study will help the Boulder community and decision-makers understand the scope, extent, and feasibility of providing city services to the area. Future planning processes with further detailed alternative scenarios will weigh the potential environmental, social, and economic costs and benefits of service area expansion.

The BVCP states that “adequate urban facilities and services” are a prerequisite for new urban development. Urban services as defined by the BVCP specifically include public water, public sewer, stormwater and flood mitigation, urban fire protection and emergency medical care, urban police protection, multimodal transportation, and developed urban parks.

Per the BVCP, “the purpose of the study is to learn more about the feasibility and requirements to provide urban services to the area, and to understand potential phasing and logical areas of planning and potential expansion.”

## GOALS

The goals of the Area III Planning Reserve Baseline Urban Services Study are:

- To understand what infrastructure and urban services currently exist nearby that can be reasonably extended (practically, logistically and financially) into Area III and any infrastructure and services that exist within the Area III Planning Reserve
- To describe the type and extent of urban services that would be needed in the Area III Planning Reserve under three (3) service demand scenarios (low, medium, high) based on an assumed mixture of land use consistent with the size of the area
- To develop an initial understanding of the probable impacts, costs, phasing, and funding of providing urban services under each scenario.

## INTENDED OUTCOMES

- Analysis of the feasibility and costs necessary to provide urban services in the Area III Planning Reserve
- Planning Board review and City Council acceptance of a Baseline Urban Services Study
- A report that can be used as a starting point to inform community conversations during the 2025 BVCP major update if deemed necessary by City Council

The Area III Baseline Urban Service Study includes:

- Inventory of Existing Uses & Infrastructure
- Analysis of potential future infrastructure and service capacity demands
  - Additional municipal water supply demands
  - Needed upgrades to water, wastewater, and stormwater infrastructure (distribution and collection systems) and facilities.
  - Additional fire stations, vehicles, and staff
  - Additional police protection needs and staff.
  - Multi-modal transportation network needs/connections
  - Urban parks
  - Ancillary services such as schools, libraries, etc.
- Identification of logical Service Area expansions (areas and/or phasing)

## PROJECT SCHEDULE

AREA III PLANNING RESERVE BASELINE URBAN SERVICES STUDY	2023			2024				2025
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
<b>Baseline Urban Services Study</b>								
Task 1: Outline, Research & Inventory								
Task 2: Service Demand Scenarios								
Task 3: Scenario Evaluations								
Task 4: Baseline Urban Services Study Report								
Task 5: Project Closeout								

## BASELINE URBAN SERVICES STUDY

### OBJECTIVE

To identify the technical feasibility and infrastructure costs associated with a possible extension of urban services into the Area III Planning Reserve. The results of this study may lead to refinements/additions to the BVCP Urban Service & Criteria chapter. The tasks below will be completed to fulfill this objective:

- Task 1: Outline, Research & Inventory
- Task 2: Service Demand Scenarios
- Task 3: Service Demand Scenario Evaluations
- Task 4: Expansion Sequencing & Phasing
- Task 5: Baseline Urban Services Study Report
- Task 6: Project Closeout

### TASK 1: OUTLINE, RESEARCH & INVENTORY

TIMELINE: Q1-Q2 2024

#### 1.1: PREPARE OUTLINE/TOC FOR BASELINE URBAN SERVICES STUDY REPORTS

The project team will:

1. Prepare a list of urban services the study reports will address.
2. Prepare draft outlines for three (3) summaries and final Baseline Urban Services Study:
  - a. Area III Planning Reserve Inventory of Urban Services & Infrastructure
  - b. Area I Inventory of Unused/Underutilized Capacity & Connection Points
  - c. Service Demand Scenarios & Costs for Infrastructure
  - d. Baseline Urban Services Study
3. Send draft outlines to PMT for review.
4. Send draft outlines for review.
5. Finalize outlines.

#### 1.2: RESEARCH & INVENTORY

The project team will conduct existing conditions research in the Area III Planning Reserve to serve as the starting point for the Baseline Urban Services Study and prepare the first two urban service study reports.

1. Identify and prepare inventory of urban services and infrastructure that currently exist in the Area III Planning Reserve and any service or infrastructure gaps.
2. Identify and prepare inventory of unused/underutilized capacity of nearby services that the city currently owns and operates in Area I near the Planning Reserve, and logical connection points where future extensions into the Area III Planning Reserve could occur.

#### 1.3: PREPARE EXISTING CONDITIONS SUMMARY

The project team will prepare draft and final existing conditions summary memos.

1. Draft Area III Planning Reserve Inventory of Urban Services & Infrastructure and Area I Inventory of Unused/Underutilized Capacity & Connection Points reports.
2. Send draft reports to CPT and PMT for review.
3. Make edits to draft reports and send final versions to CPT & PMT

#### DELIVERABLES

- ☐ Draft and Final Summary Memos:
  - Area III Planning Reserve Inventory of Urban Services & Infrastructure
  - Area I Inventory of Unused/Underutilized Capacity & Connection Points

### TASK 2: SERVICE DEMAND SCENARIOS

TIMELINE: Q2 2024

#### 2.1 DEFINE SERVICE DEMAND SCENARIOS

The CPT, in collaboration with the PMT, will develop three (3) scenarios that will be included in the final Baseline Urban Service Study Report. These scenarios will be used to help decision-makers determine if the city wants to proceed with a Community Needs Assessment (i.e., Step 2 of the Service Area Expansion process).

1. Develop three (3) conceptual service demand scenarios (types and intensity). Preliminary concepts include:
  - a. Low demand
  - b. Medium demand
  - c. High demand
2. Send draft scenarios to PMT for review.
3. Make edits to draft scenarios and finalize.

#### DELIVERABLES

- ☐ Draft and final service demand scenarios (3)
- ☐ Attendance at City Council Study Session

### TASK 3: SERVICE DEMAND SCENARIO EVALUATIONS

TIMELINE: Q2-Q3 2024

#### 3.1 URBAN SERVICE & INFRASTRUCTURE REQUIREMENTS

To understand the feasibility of and differences between each of the three service demand scenarios, the project team will:

1. Document and describe the extent and quantity of required urban service and infrastructure needs, based on established city department service standards, generated by each of the three scenarios. This includes hard infrastructure (e.g., utilities, pipes, roads, etc.) as well as soft infrastructure (e.g., city staff, etc.). It is anticipated that the following analyses will be completed for each scenario:

##### Facility & Infrastructure Analysis

1. Water, wastewater, and stormwater infrastructure analysis, to include service mains, collection and distribution system and treatment facility capacity for each scenario.



2. Current capacity and extensions necessary under various scenarios

#### **Water Supply & Demand Analysis**

1. Water demand analysis for each scenario
2. Assessment of ability to meet additional demand with current supply for each scenario.

#### **Transportation Analysis**

1. High-level analysis of existing multimodal road networks, off-street transportation connections and level of service and volume/capacity analysis
2. Future road and intersection improvements, traffic impacts, transit service and multimodal connectivity for each scenario.

#### **Economic & Fiscal Impact Analysis**

1. High-level cost estimate of needed facility and infrastructure improvements needed for each scenario per city facility/infrastructure and service standards, including one-time capital and ongoing maintenance costs (i.e., pavement maintenance and snow/ice control).
2. Financing considerations for facility and infrastructure improvements based on funding source (e.g., utility funds, transportation fund, general fund, developer funded, etc.)
3. Economic model to conduct cost and fiscal impact analyses including potential for revenue that the city may reuse in the future. This model should assess possible direct, indirect, and induced effects of the potential development, including:
  - Revenues: development excise tax (DET), public improvement fees (PIFs) to address infrastructure needs, developer share of costs, property tax, sales and use tax, etc.
  - Estimate of jobs, earnings and output produced by potential commercial development in the area.
  - Costs of additional city services (e.g., police, fire, etc.)

### **3.2 SECONDARY & ANCILLARY SERVICE RECOMMENDATIONS**

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The project team will analyze secondary and ancillary services to suggest those that would be most necessary to the community under each of the three (3) service demand scenarios.

1. Analyze and advise on secondary and ancillary services such as library, broadband, schools, etc. that may be needed under each scenario.

### **3.3 SERVICE AREA EXPANSION SEQUENCING & PHASING**

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The project team will identify what logical service area expansion sequencing and phasing might look like for each of the three (3) service demand scenarios.

1. Identify framework for logical expansion including phasing, geographic sequencing, etc. This framework should include a financial analysis based on the information developed in Task 3.1 for each scenario.

### **3.4 PREPARE SERVICE DEMAND SCENARIO EVALUTION SUMMARY**

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The project team will take the information gathered in Tasks 3.1-3.3 and prepare a summary detailing each service demand scenario, required infrastructure and urban services, and related fiscal impacts.

1. Draft evaluation summary report that includes outcomes for each scenario
2. Send draft reports to CPT and PMT for review.
3. Make edits to draft reports and send final versions to CPT & PMT

**DELIVERABLES**

- ☐ Draft and final Service Demand Scenario & Costs for Infrastructure Evaluation Summary
- ☐ Attendance at City Council Study Session

**TASK 4: BASELINE URBAN SERVICES STUDY REPORT****TIMELINE: Q3-Q4 2024**

The project team will compile the previous summary reports and use them to complete the Baseline Urban Services Study Final Report. The report should detail the existing conditions, scenario evaluations, potential costs and fiscal impacts of each scenario, and potential phasing and sequencing of necessary infrastructure improvements.

**5.1 URBAN SERVICES STUDY REPORT**

1. Draft report.
2. Send to PMT for review.
3. Revise and finalize report.

**DELIVERABLES**

- ☐ Draft and Final Baseline Urban Services Study Report
- ☐ Attendance at Planning Board and City Council meetings

**TASK 5: PROJECT CLOSEOUT****TIMELINE: Q1 2025****OBJECTIVE**

To ensure all project deliverables and documentation are saved in the appropriate location and the project is officially closed.

1. Use Project Closeout checklist to ensure all items have been completed appropriately.
2. Hold project debrief meeting with PMT to review what went well, lessons learned and ensure all project materials are in one centralized location.

## TEAM, ROLES &amp; RESPONSIBILITIES

## CORE PROJECT TEAM – PLANNING &amp; COORDINATION

The core project team will be responsible for coordinating the Area III Planning Reserve Urban Services Study, which includes:

- Attending project team meetings
- Ensuring the deliverables assigned to each project team member are completed on time and within budget.
- Conducting some aspects of analysis and preparing the final project study report for City Council
- Coordinating community engagement

Role	Name	Responsibilities
<b>Project Sponsor and Oversight</b>	Kristofer Johnson	The Comprehensive Planning Manager will oversee the analysis to ensure the project answers key questions to inform other citywide projects.
<b>Project Manager</b>	Sarah Horn	The Project Manager (Comp Planning) will co-design the analysis with the GIS team, evaluate results and develop a narrative and graphic report capturing the conclusions.
<b>City Planner</b>	Becca Heib	The city planner will assist the PM with GIS analysis, evaluation of results and preparing the draft and final reports.
<b>Project Administrator</b>	Ali Pfenninger	The PA will coordinate information sharing and data collection with other city departments.
<b>GIS Analyst</b>	Sean Metrick	The GIS Analyst will co-design the analysis, run technical components of analysis through GIS and provide outputs in a variety of forms including workbooks/spreadsheets and maps.
<b>Communications &amp; Engagement</b>	Vivian Castro-Wooldridge	The Communications & Engagement specialist will co-design and assist with the Communications & Engagement Plan and all communications and engagement efforts.

**PROJECT MANAGEMENT TEAM – URBAN SERVICE SPECIALITIES LIAISONS**

Citywide advisory team members will be consulted during the entirety of this project and will be the point person for their respective department. Tasks include:

- Attending project team meetings as appropriate
- Coordinating the preparation of assigned analysis, review of work and final deliverables for project – this includes management of tasks specific to service delivery type.
- Participating in community engagement and meetings with decision-makers as appropriate

<b>Dept</b>	<b>Name</b>
<b>P&amp;DS</b>	Edward Stafford
<b>Emergency Services (Fire &amp; Police)</b>	TBD
<b>Facilities</b>	Joanna Crean
<b>Finance</b>	Joel Wagner
<b>Housing &amp; Human Services</b>	Jay Sugnet, Sloane Walbert
<b>OSMP</b>	Jeff Haley
<b>Parks &amp; Recreation</b>	Mark Davison
<b>Transportation &amp; Mobility</b>	Edward Stafford, Will Johnson, (P&DS), Valerie Watson, Devin Joslin
<b>Utilities</b>	Edward Stafford, Scott Kuhna, (P&DS), Kim Hutton (Water Resources), Chris Douglass or Chris Douville (Water/Wastewater Infrastructure)