



**CITY OF BOULDER  
CITY COUNCIL AGENDA ITEM**

**MEETING DATE: May 2, 2024**

**AGENDA TITLE**

Council Retreat Follow-Up Discussion

**PRESENTER(S)**

Nuria Rivera-Vandermyde, City Manager  
Teresa Taylor Tate, City Attorney  
Chris Meschuk, Deputy City Manager  
Pam Davis, Assistant City Manager  
Mark Woulf, Assistant City Manager  
Megan Valliere, Assistant to City Council

**EXECUTIVE SUMMARY**

With each new term, City Council has historically set a list of priorities for the upcoming two-year term. The purpose of council priority setting is to help guide organizational and policy efforts towards a limited number of work plan items for the given term. Council held their semi-annual retreat on April 3-4, 2024, discussed process-related items to address in the upcoming two years, and developed a list of 11 council priorities.

Staff has reviewed council retreat materials, including notes and recordings, and conducted additional internal scoping discussions to confirm each priority's scope and preliminary timing. This memorandum outlines the scope, timing, and outcomes for each of the 11 priorities and provides an opportunity for council to confirm the scope prior to moving forward.

## **QUESTIONS FOR COUNCIL**

Does council have any clarifying questions or comments on the scope for any of the 2024-2025 council priorities?

## **BACKGROUND**

In preparation for the retreat, staff held several information sessions for new council members on topics including affordable housing, transportation, planning and development, and wildfire resilience. Additionally, several study sessions included topics to help council prepare for retreat, including Civic Area Phase 2, City Facilities Plan implementation, state and federal policy review, downtown planning coordination efforts, and homelessness strategies overview, among others.

To help inform the retreat discussion, council was provided with the recently developed [Citywide strategic plan](#), a new [dashboard of citywide workplan](#) items, and a study session was held for staff to present these items and answer questions.

There are two [priorities from the 2022-2023 term](#) that are continuing and will be included in the council priorities tracking for the benefit of council and the community. Those two priorities are the Core Arterial Network (CAN), and the Baseline Urban Services Study for the Area III – Planning Reserve.

## **ANALYSIS**

### **2024-2025 Council Process Items**

Council discussed more than 20 potential process improvements at the retreat. The complete summary of all items, including those that were identified as operational and in progress by city staff can be found in Attachment A, the comprehensive notes taken by Peak Facilitation. A chart of process items that required majority council support to pursue or discuss further is below.

<b>Process Item</b>	<b>Next Step</b>
<b>Create a running list of all votes council has taken, and how councilmembers voted, for each council term.</b>	If new agenda management technology allows for automating this process, staff will proceed.
<b>Establish a longer council meeting recess during the summer month.</b>	Staff will bring back proposed new scheduling options and accompanying code changes.
<b>Host City Council meetings in community locations outside of the municipal building council chambers.</b>	Council will pilot hosting a meeting at the University of Colorado in fall 2024.
<b>Eliminate preliminary packet for regular meetings and provide one final packet the week prior to each meeting.</b>	Council will have further discussion during an upcoming agenda management project update in late Q2 or early Q3.
<b>Change study session packet distribution to one week prior to the scheduled study session.</b>	Council will have further discussion during an upcoming agenda management project update in late Q2 or early Q3.

<p><b>Institute a more restrictive sign, displays, or other obstructions policy in chambers during council meetings/open comment.</b></p>	<p>Staff will bring recommended rules of procedure/code changes to Council.</p>
<p><b>Remove ability for council to discuss foreign policy.</b></p>	<p>Council will have further discussion to clarify language regarding if and when matters of foreign policy are considered.</p>
<p><b>Changes to staff presentations in council meetings and study sessions: e.g. earlier transmission of staff presentations, pre-recording presentations or attaching slides to the packet without a live presentation, etc.</b></p>	<p>Staff will pursue ongoing improvements to presentation quality. Generally, comments included:</p> <ul style="list-style-type: none"> <li>• maximize discussion time.</li> <li>• demonstrate cross-departmental collaboration.</li> <li>• clarify any changes between memo and presentation content.</li> <li>• consider a more structured template and flow for all presentations.</li> <li>• include fiscal impact in all presentations.</li> <li>• the audience for presentations is council and public.</li> <li>• no majority support for pre-recordings.</li> <li>• recognition that earlier transmission not always possible.</li> </ul>
<p><b>Changes to meeting memos: e.g. adding a summary of each item’s relevance and impact on city business to the beginning of memos, including a list of acronyms at the beginning of each memo for reference, requiring any memo with fiscal impacts to propose how funds will be identified, changes to how staff describe and internally review alignment with the SER framework and BVCP, etc.</b></p>	<p>Staff will pursue ongoing improvements to memo quality. Generally, comments included:</p> <ul style="list-style-type: none"> <li>• include pro/con lists for decisions.</li> <li>• better acronym definition.</li> <li>• state what alternatives were considered but ruled out.</li> <li>• minimize redundancy.</li> <li>• connect to strategic plan and SER framework.</li> <li>• background information can move to attachment.</li> <li>• state possible unintended consequences of a decision.</li> <li>• links to other pages and articles are valuable but should be thoughtful.</li> <li>• quantify fiscal impacts for more than just one year.</li> <li>• Council is the primary audience, core purpose is to support decision making and focus at the policy level.</li> <li>• every recommendation should have at least one possible alternative.</li> <li>• emphasize information that is novel and crucial for council decisions.</li> </ul> <p>As changes are made to memo content, Council members asked staff to draw attention to them. Staff intends to</p>

	proceed with a two-prong approach of updating memo templates and enhancing citywide staff training through the agenda management project.
<b>Council committee charters/workplans.</b>	Staff will begin by supporting the committees for Council Engagement, Retreat Planning, and Boards and Commissions to clarify roles. Council members also requested staff to consider a long-term shift to more finite council task forces vs. standing committees and to examine council assignments to external committees.
<b>Pilot public participation segment during one study session per month, as suggested by the Council Subcommittee on Engagement and a Welcoming Council Environment in their IP attached to the March 21st packet. Requires significant change to council procedures and increased effort by the city clerk's office to manage sign-up and notifications.</b>	Staff will conduct further research and discuss more refined scoping with the Council subcommittee to be brought back to the full council during the June 6 regular meeting (subject to CAC scheduling changes).

Council did not have the opportunity to thoroughly discuss every process improvement idea proposed. As seen in the following section, one of the 2024-2025 Council Priorities is to establish a working group to continue discussing items that have not yet been addressed.

### **2024-2025 Council Priorities**

City Council identified 11 priorities for 2024-2025:

- 2025 Major Update of Boulder Valley Comprehensive Plan (BVCP)
- Citywide Long-Term Financial Strategy
- Homelessness Programs and Innovations
- Economic Development Plan & Program Enhancements
- Climate Action Plan Update
- Commercial Area Connections & Quality of Life Improvements
- Wildfire Hardening & Waterwise Landscaping Policies & Regulation
- Family-Friendly Vibrant Neighborhoods (Zoning & Use Code Updates)
- Manufactured/Mobile Home Community Support
- Establishment of Council Process Improvement Working Group
- Consideration of Council Pay Increase

Staff is providing an overview of the understood scope for each of the 11 Council Priorities with a brief explanation of intended outcomes and expected next steps.

**2025 Major Update of Boulder Valley Comprehensive Plan (BVCP).** A major update of the BVCP occurs every ten years and the next major update had been preliminarily scoped to be completed in mid-2027. Council indicated support for the advancement of the major update to occur by late Q2, early Q3 of 2026 to allow for greater policy

continuity amongst the various boards, commissions, stakeholders, and elected officials. Council also supported enhanced community engagement strategies as an element of the major update.

Staff reviewed existing work plan items, especially within the Planning & Development Department, and determined that this timeline was supportable with some limited impact to other projects. The impact includes some delay in implementation elements of the second phase of Boulder Junction and initial implementation actions of the East Boulder Subcommunity Plan.

Planning to accommodate this council priority has already begun, including the early development of enhanced engagement strategies. There are several upcoming touchpoints with council on the major update. Current anticipated dates include:

- July 18: Comprehensive Plan Overview (“101”) – under Matters from City Manager
- August 22: Draft BVCP Update Scope, Schedule, and Engagement Strategy – Study Session item
- October 19: Tentative BVCP Update Launch (community event)

Outcomes will be wide-ranging as a part of the impact of major updates to the BVCP, impacting most areas of the Sustainability, Equity, and Resilience (SER) Framework. Staff seeks to achieve shorter-term outcomes related to positive reported perceptions of the update and process as equitable and inclusive based on community engagement strategies.

**Citywide Long-Term Financial Strategy.** Staff has been working with council’s Financial Strategy Committee on an outline of a long-term financial strategy (LTFS) to help guide fiscal decision-making and long-range financial health. Council indicated interest in adding the creation and implementation of a long-term financial strategy as a council priority. The purpose of the LTFS is to support the achievement of the city’s long-term goals contained in the SER Framework and the BVCP; to clearly articulate current and anticipated risk and funding challenges, financial strategies to address those risks and challenges; and to have a holistic view and approach to funding service delivery and the facilities required to provide those services.

The LTFS will contain a comprehensive background and framing, current state assessment, vision for the future, guiding principles, recommended policies/commitments to best practices, and future action steps including continuing to implement Budgeting for Resilience and Equity – outcomes based budgeting, developing a communications and engagement strategy in concert with the BVCP update, defining core services and service levels, conducting a comprehensive fee study that would study current and potential new fees to address policy goals, exploring other funding mechanisms to support core city services, and developing a three-five year ballot measure strategy.

The Financial Strategy Committee will provide the main project oversight on behalf of council with several touchpoints with the full council before approval of the long-term

strategy. The expected timeline includes a Q4 council review of a draft long-term financial strategy and a Q2 2025 approval of a strategy.

**Homelessness Programs and Innovations.** Council indicated support for a continued exploration of resources and partnerships to implement a High Utilizer program. In addition, they indicated an interest in reviewing the effectiveness and outcomes of current programs and strategies with the inclusion of an outside evaluation.

Current planned activities included a comprehensive review of county-wide and local homelessness programs through Homeless Solutions for Boulder County (HSBC). A consulting organization that will complete an analysis of current programs and a review of the HSBC structure has been identified. Recommendations are expected in late Q3 of 2024. Staff anticipates sharing the results of the analysis with council in early Q4 of this year during a study session. Staff anticipates this work will address council's desire to look at financial and performance outcomes where able in relation to homelessness services offered by both the city and the county as well as provide additional clarity on roles and services provided by the city and the county as part of this analysis, understanding that the city may not have full access to county data. Staff will bring forward recommendations based on the analysis of program outcomes, peer city approaches, and policy directions to continue support of homelessness solutions. This study session will help inform planning and program coordination through regional partners, the HSBC, and the annual budget process in 2025.

Staff also anticipates that this study session will include an update of progress in sourcing additional resources for a High Utilizer program and outcomes of initial work through the coordination with other partners. The multifaceted approach of this initiative will be a focus for this year in anticipation of a possible 2025 launch.

Outcomes of any policy or program adjustments are anticipated to be aligned with the SER Framework, specifically the goal of "Livable" through "supporting community members who are unhoused or underhoused to navigate systems, programs, and services to achieve housing security." This goal is achieved through reducing homelessness, increasing permanently supportive housing placements, and reducing community harm.

**Economic Development Plan & Program Enhancements.** Another priority area identified by council was the creation of an economic development plan and related program and tool enhancements to support a more robust city role in overall economic vitality. There were several aspects to this priority, including but not limited to, addressing commercial vacancies through incentives, permitting and other measures; updating the Economic Sustainability Strategy (ESS); continuing and broadening small business support, and business recruitment.

Economic vitality activities within the city are managed through the City Manager's Office with close support and coordination of the Community Vitality Department. Much of the economic vitality work from the city has traditionally been in a support role with limited direct funding or programming activities. The model within the General

Improvement Districts (GIDs) is broader as district resources have been invested within the respective geographic areas, mostly related parking and access infrastructure.

This council priority challenges the city organization to both move quickly to address needs within the local business community, leverage opportunities, and to envision and plan for a greater role in supporting a strong and resilient local economy. Even with an expanded city role in economic development, established collaborative partnerships with the Boulder Chamber, Boulder Small Business Development Center (SBDC), Downtown Boulder Partnership, Latino Chamber of Commerce, University of Colorado Boulder, Visit Boulder and others will be critical to developing and executing new and expanded programs and tools.

Staff anticipates that immediate next steps will proceed on two parallel paths; one, to continue research and data collection to help inform the update of the ESS; and, two, to research and develop new and expanded economic development tools, such as special district mechanisms, incentives or other programs to help fill vacant commercial space, and small business support programs.

Staff plans to update council on program development, research, and the ESS update at a study session in Q3 2024. Intended outcomes include improvements in the vibrancy of commercial areas, resilience of small businesses, business climate, and social mobility. These will be measured through various sources of data, including commercial vacancy rates, visitor surveys, business surveys, retail sales tax data, and average income data.

**Climate Action Plan Update.** Recognizing work already contained within the citywide work plan, council agreed to add the climate action plan update to the list of priorities with the goal of potentially updating targets and researching the inclusion of targets related to resilience and equity.

The existing climate action plan goals and targets were last updated in October 2021, and are a direct reflection of the urgency and pace in which climate action needs to happen, both at the global and local scale. The current targets, which were adopted by Council Resolution No. 1300, also recognized that Boulder, as a more affluent community with a larger proportion of emissions and economic output per capita, should work to meet goals and targets at an accelerated pace.

Boulder's current climate goals include reducing emissions 70 percent by 2030 from a 2018 baseline, become a Net Zero city by 2035, and becoming a Carbon-Positive city by 2040 – doing so through a systems-based climate action framework. In pursuit of achieving these ambitious goals, the city remains committed to reaching the community's numerous quantitative and qualitative targets embedded across our energy, regenerative ecosystems, circular materials economy, land use, and financial systems work; including those associated with becoming a zero-waste city by 2025 and obtaining a 100% renewable electricity supply by 2030.

The city also committed to preparing our community for the significant climate change disruptions to come and to address the inequities that climate change perpetuates. Adaptation (resilience) and equity will now be considered integral elements in all climate action. At the same time, climate change disproportionately affects those who are both least responsible and most vulnerable to its impacts. Therefore, all climate actions - both mitigation and adaptation/resilience - must now also integrate considerations to address these intrinsic, structural inequities.

To support that aim, Council encouraged the inclusion of goals and targets related to climate resilience and equity as there is an increasingly urgent need to prepare for significant climate change disruptions and to address the inequities that climate change perpetuates. Additionally, council members requested staff consider other potential metrics that could be used to establish targets in areas such as water and biodiversity to complement existing efforts across the city and with regional partners. Staff intends to use this coming update as a way to further ground and more explicitly reflect resilience and equity outcomes in our goals and targets, including evaluating existing goals and modifying as needed.

The update to the climate action plan was originally on the 2024 work plan. However, with the additional scope of this council priority, staff will need additional time to research and determine the best methodology to include other potential targets and recommendations and actions within such a plan. Staff anticipates an update on climate action plan research including the potential of new and additional goals and targets in a study session in Q4 of this year. The update to the climate action plan is targeted for late Q1 early Q2 of 2025 depending on council direction later this year.

**Commercial Area Connections & Quality of Life Improvements.** Council established a priority to improve connections within and between commercial areas with an emphasis on University Hill and Boulder's downtown. Within this priority area, council also indicated support for broader quality of life enhancements within and immediately adjacent to commercial areas to support vibrancy, safety, and ease of access. This priority relates to a number of work plan items either in progress or in advanced stages of planning. The priority provides an umbrella for several connection and quality of life-related improvements focused on commercial areas.

Staff recommends that while the connection and enhancements between the Hill and the downtown are a critical piece of this priority, the priority should be broadened to include other key commercial areas throughout the city. A focus on vibrancy in these key commercial areas complements the previous priority of economic development and leverages tools including GIDs in areas outside downtown. The long-term support of vibrancy in commercial areas such as Alpine-Broadway, Boulder Junction, and east Boulder, is an important aspect of planning for and sustaining healthy commercial districts throughout the community.

Activities anticipated to support this priority include temporary wayfinding and signage, beautification, landscaping, transportation access, and visioning for long-term support of



connections and overall sense of place, quality of life, and connectivity within and between these key commercial areas. As experts in commercial area vibrancy, the Community Vitality Department will lead a project team consisting of several departments including Planning & Development Services, Transportation & Mobility, Parks & Recreation, and the City Manager's Office. This project will leverage resources from the GIDs with the support of other departments to complement, advance, and expedite possible investments. Staff anticipates an early Q3 2024 touchpoint with council to better outline the activities described herein, receive feedback on the plan for this priority area, and subsequently provide regular council updates as milestones are reached.

Outcomes intended for this priority area include overall vibrancy of commercial areas (including enhancing a sense of place), resilience of the local economy and small businesses, safety of community, and positive visitor, resident and business experience. These outcomes would advance goals as established in the SER Framework related to Economically Vital, Healthy and Socially Thriving, Livable, and Accessible and Connected.

**Wildfire Hardening & Waterwise Landscaping Policies & Regulation.** Council agreed to establish a priority that encompasses a review of policies and regulations focused on wildfire hardening strategies (building and properties) and waterwise landscaping (e.g., native plant use, etc.). Staff described at the council retreat some limitations in combining two areas of policy and code review and potential revisions on a reasonable timeline. There is also a significant enforcement aspect to any regulatory schemes that relate to both wildfire hardening and waterwise landscaping strategies amongst single family homes that will be important to explore. Staff believes that the most impactful manner in which to achieve both wildfire resilience and lowering water usage in landscapes across the city is to focus efforts on education and incentives to allow individuals to take action in the short-term.

Staff recommends approaching this council priority in the following ways:

1. Review existing best practices for resilient landscape policies, incentives, education and regulation (Q4 2024).
2. Work across departments to identify potential operational enhancements, education and incentive programs, and resources, including leveraging grants in support of the two focus areas (Q4 2024).
3. Review code revision options as part of the scheduled updates to the International Building Codes [IBC] (including the Fire Code and Wildland Urban Interface Code [WUIC]) (Q1 2025).
4. Review other code updates as they relate to resilient landscapes and wildfire hardening and bring forth potential tweaks that would make progress while limiting enforcement need (Q4 2025).

Potential outcomes include increased protection against wildfire events and decreased use of water for landscaping.

**Family-Friendly Vibrant Neighborhoods (Zoning & Use Updates).** Council established a priority to increase density in low density residential zones, particularly along transit zones and corridors, under the short title of “Family Friendly Vibrant Neighborhoods.” This council priority can be seen as a continuation of work by the previous council to increase opportunities for housing types in certain areas of the city. Council will receive an update and have an opportunity to provide feedback on Phase 2 of Zoning for Affordable Housing at the April 25 study session, where it will be provided an overview of zoning change recommendations that will address at least some of this council priority. This will be an opportunity to hear from council how much of this council priority is accomplished through the package of proposed changes. It will also provide an initial opportunity for council to any specific areas that council would like staff to also pursue in the medium-term, as well as to provide early feedback on how this priority can be reflected and reinforced as a part of the update to the BVCP.

Staff believes there are three main opportunities to address this council priority:

- The Phase 2 Zoning for Affordable Housing as a continuation of the previous council’s work (Q3 2024).
- Additional zoning or policy changes that can reasonably fit underneath the framework of the current BVCP (Q3 2025).
- Long-term policy, operational, and land use regulatory changes based on an updated BVCP (Q4 2026).

Staff anticipates that April 25 will be informative to this council priority and will schedule additional study session time as necessary to continue the discussion if necessary. The next touchpoint is likely to be the ordinance consideration of specific zoning changes based on feedback on April 25 in Q3 2024.

Outcomes for this priority relate directly to the Livable goal in the SER Framework, especially the creation of vibrant 15-minute neighborhoods and providing a range of housing for all.

**Manufactured/Mobile Home Community Support.** Council added a priority to continue support of manufactured home communities. This discussion included interest in continuing pursuit of infrastructure upgrades, such as utilities, within these areas. As an aspect of any infrastructure improvements, council asked staff to explore ideas such as exchanging rent stabilization within these communities in exchange for certain infrastructure improvements.

Staff acknowledged that infrastructure enhancements, especially related to water and wastewater infrastructure, have been tried before at manufactured home communities within and adjacent to the city. The city’s ability to influence property management outcomes is limited by the state Mobile Home Park Act, which dictates the homeowner-landowner relationship.

Over the last five years the city has placed significant efforts in supporting the manufactured housing communities and as recently as 2021, completed a [Manufactured](#)

[Housing Strategy Action Plan](#). This was identified as a City Council priority in 2021 and a status update was provided to council in the 2022 [Manufactured Housing Strategy Action Plan: Final report](#). The focused effort produced significant and positive outcomes from action items accomplished and set in motion.

The city has invested significant resources in replacing the underground infrastructure at the Mapleton and Ponderosa communities, where permanent affordability has been established. Mapleton is owned by local affordable housing non-profit Thistle and is managed by a resident-selected property management company. Ponderosa was purchased by the city in 2017 and will be stabilized and preserved through redevelopment as permanently affordable foundation-built housing. Modular homes produced at the city's factory will be incorporated into the redeveloped Ponderosa neighborhood. Both communities have had significant infrastructure upgrades.

Staff will continue to implement aspects of the Action Plan through strengthening the collective voice of MHC homeowners and renters while continuing the mobile home repair program, Ponderosa community stabilization, maintain the community resource information, mobile home community grants and maintain the home buyer inspection process. Staff recommends a future study session item to review activities aligned with the existing plan, to suggest areas of potential enhancement to existing programs and activities, and review strategies and continued engagement with property owners for long-term change within manufactured home communities. Outcomes related to this priority relate to both Economically Vital and Livable goals within the SER Framework including social mobility, sustainable and attainable housing, and safety.

**Establishment of a Council Process Improvement Working Group.** Council indicated an interest in establishing a working group with council members and staff from the City Manager's Office and the City Attorney's Office to review further process changes proposed by council members during the 2024 retreat preparation. The working group would not be expected to substantively work on these proposed changes but rather would collect suggestions from council, distribute work across council committees as applicable, and coordinate discussion and adoption of any proposed changes with council as a whole.

**Consideration of Council Pay Increase.** Council added a priority to introduce a ballot measure on the November 2024 ballot to increase council pay. The council will consider this next at the May 9 ballot items study session, and assuming direction to proceed, staff will draft a ballot measure for council's consideration in July/August 2024.

### **NEXT STEPS**

Following this May 2 council discussion, staff will initiate each project, assign staff and proceed with detailed scoping. Staff anticipates developing a council priorities tracking dashboard similar to the dashboard for the previous term. This will support council members and the community in knowing how each priority is progressing, what stage of analysis or decision-making each priority is at, and when the next key decision points for council are coming.

Council will also begin seeing these priorities scheduled for future council meetings throughout 2024 and 2025, and certain priorities will also be highlighted as a part of the 2025 budget development process in the summer and fall of 2024.

**ATTACHMENT(S)**

Attachment A- Peak Facilitation Retreat Notes

**City of Boulder  
City Council Retreat  
5050 Pearl Street, Boulder, CO  
April 3 and 4, 2024**

**ATTENDANCE**

*City Council Members:* Taishya Adams, Matt Benjamin, Aaron Brockett, Lauren Folkerts, Tina Marquis, Ryan Schuchard, Nicole Speer, Mark Wallach, and Tara Winer

*City Staff:* David Bell, Dan Burke, Carl Castillo, Mike Calderazzo, Elizabeth Crowe, Pam Davis, Kurt Firnhaber, Sarah Huntley, Charlotte Huskey, Elesha Johnson, Cris Jones, Aimee Kane, Jonathan Koehn, Chris Meschuk, Brad Mueller, Erin Poe, Nuria Rivera-Vandermyde, Kara Skinner, Natalie Stiffler, Joe Taddeucci, Teresa Tate, Megan Valliere, and Mark Woulf

*Facilitation:* Heather Bergman and Will Benkelman

**MAYOR AND COUNCIL MEMBER VISION STATEMENTS**

The Mayor and Council members shared their individual vision statements for the City Council over the next two years. Council members focused on the positive changes and outcomes they would like to bring to Boulder. The vision statements helped set the retreat's tone. Vision statements touched on the importance of improving Boulder long-term, addressing climate change, focusing on families, developing community vibrancy, supporting the underserved, and improving affordability.

**PROCESS IMPROVEMENT ITEMS**

Prior to the retreat, members of Council shared their ideas about ways to improve Council processes and procedures. Staff sorted these ideas into three categories:

- **Staff Items:** These are items that are consistent with current policy or Council direction that staff can simply implement unless a majority of Council would prefer otherwise.
- **Yes/No Decisions:** These are items that are easy to understand and implement if a majority of Council supports. Using a “nod of five” Council can direct staff to bring these items back for an official vote. Alternatively, Council can direct staff to bring these items back for a more in-depth discussion at a future Council meeting.
- **Discussion Items:** These items are more complex than items in the previous categories and more in-depth Council discussion is expected at the retreat. Council members prioritized these items prior to the retreat so that retreat time could be given to the items that were of the greatest interest to the greatest number of Council members.

The sections below summarize the Council retreat discussion on each of these categories. Items in all three categories were summarized in a handout provided to Council prior to and during the retreat.

***Process Improvement: Staff Items***

Council members and staff reviewed the Staff Items that are consistent with current policy and Council direction. Council provided feedback and asked clarifying questions for each Staff Item. Below are the highlights from the Staff Items discussion.

*Calendar Support for City and Community Events*

- City staff have been refreshing the Council Events Calendar with known community events. Council members can share events of specific importance to Council with the Assistant to the City Council for inclusion in the Council Events Calendar to maintain one point of contact.
- Staff can show Council members how to overlap the Council Events Calendar with their personal calendars in Outlook.

*Council Meeting Follow-up Procedures and Task Accountability*

- Staff are enhancing tracking of Council nodes of three and five and other information requests to ensure accountability and responsiveness to Council requests. Staff will investigate whether the Council library has a tracking tool.

*Hosting an Additional Session to Review the Council Handbook*

- The City Attorney's Office (CAO) will schedule a time to review the Council Handbook with Council members. The CAO will distribute a Doodle poll to Council members to schedule the meeting.

*Strengthen the Chats/Walks/Rolls with Council Program by Experimenting with Deliberative Dialogue and Digital Tools During Some Chats/Walks/Rolls with Council This Year and Creating a Timelier Feedback Loop with Full Council*

- Council will strengthen Chats/Walks/Rolls by using Deliberative Dialogues and digital tools as an opportunity to help create better outcomes from public meetings. Staff will provide Council with feedback following the Chats/Walks/Rolls meetings. Council members hope to expand the informal dialogues, such as Chats/Walks/Rolls, with residents over the next few years.

*Mechanism for Better Understanding All the Work of a Department*

- Council members should have access to the first iteration of the organizational work plan dashboard. Staff's intention is to use the dashboard to accurately reflect staff work planning and progress. Staff are working to create indicators to show where items in the organizational dashboard relate to multiple City plans and activities. The dashboard work plan items will include financial implications.
- It will take time for staff to adjust their workflows to include tracking and reporting for the dashboard. Staff values transparency in tracking departmental updates and is planning to update the dashboard quarterly as the dashboard continues to be built out.

*Creating a Council Library to Store Helpful Reference Materials for Council Members*

- The creation of the Council Library is underway. Staff will need to coordinate with the CAO and the City Information Technology department. The Council Library will need standard procedures that match the requirements of the Open Meeting Law.
- Staff hopes the Council Library will be live in Quarter 2 of 2024
- The Council Library should include historical information like previous Council retreat priorities and Council operating procedures.

*Prohibit Open Comment Speakers from Speaking at Two Consecutive Meetings in a Row*

- Council procedures state that no one can speak during open comment at two consecutive meetings, but this rule was suspended during the COVID-19 pandemic. Staff can resume adherence to this rule.
- Some members of Council expressed concern about overly strict adherence to this rule. Council agreed that latitude should be given to repeat speakers if allowing them to speak does not displace other speakers. The CAO will amend the item and provide feedback on Council responses to open comments.

*Enforce Existing Council Meeting Rules of Decorum for Both Community and Council members*

- Staff and the Mayor will continue to implement the rules of decorum, and Council members are welcome to provide feedback if they see areas where decorum is not being followed.

*Remind the Council of the Existing Rules Related to Reconsidering a Prior Council Decision*

- The Council rules regarding reconsideration of a prior decision are in Section IV(a)(8) of the Council Handbook.
- Some Council members suggested creating examples for future Councils on decorum and reconsidering prior Council decisions for inclusion in the Handbook to assist future new members of Council in understanding the context of these items.
- Council has several specific guidelines it must follow. Below are the guidelines that Council and staff discussed during the retreat.
  - Council members are supposed to hold one another accountable.
  - Council cannot bind future councils.
  - Council must reconsider decisions during the same meeting.
  - Council members may also reconsider with a two-thirds majority after a material change in the context of the original decision. What constitutes “a material change” can be subjective, and it is unlikely for a material change to develop between consecutive Council meetings. It is more likely for a material change to occur over longer periods.

*Posing a Ballot Question in November 2024 to Allow City Council Executive Sessions*

- Council will discuss this topic in a future meeting.

*Develop Boards and Commissions Work Plans and Utilize Boards and Commissions More Proactively*

- Last fall, Council had a study session on the scope and role of Boards and Commissions.
- Staff are developing a Boards and Commissions implementation plan. Staff have talked with the Boards and Commissions Subcommittee about the timeline for changing the code and charter. Council will discuss the timing and next steps in a future meeting.

***Yes/No Item Council Decision and Discussion***

Council members reviewed ten items to make a “yes/no” decision on whether staff should pursue the item. Council members could also decide to discuss the item further at a future meeting if they felt there was insufficient information or had outstanding questions.

Item	Retreat Discussion Comments	Decision
1. Discontinue displaying open comment speaker slides in chambers during commenter remarks (slides may still be provided to Council via email).	<ul style="list-style-type: none"> <li>Staff cannot review comment speaker slides for content as it could violate the First Amendment.</li> <li>Comment speaker slides broadcast in the Council Chambers are not seen on the Zoom feed. Staff only share comment speaker slides on Zoom when the meeting is completely virtual.</li> <li>Staff reviews community member slides for public hearings in the same manner as open comments.</li> </ul>	NO
2. Maintain a running list of all votes the Council has taken and how Council members voted for each Council term.	<ul style="list-style-type: none"> <li>Staff will investigate the ability to automate this item under the scope of the agenda management software.</li> </ul>	YES, IF AUTOMATED
3. During each Council term, give Council members other than the Mayor and Mayor Pro Tem the experience of chairing one regular meeting.	<ul style="list-style-type: none"> <li>The proposing Council member withdrew this item from consideration.</li> </ul>	WITHDRAWN
4. Administer a longer Council meeting recess during the summer months to create a 4-5-week summer break for Council and staff.	<ul style="list-style-type: none"> <li>Council must hold at least one monthly business meeting.</li> <li>An extended summer break could have an impact on Council work. Council could call an additional meeting later in the year if needed.</li> </ul>	YES
5. Prioritize residents of the City of Boulder for open comment during Council meetings when more than 20 individuals sign up.	<ul style="list-style-type: none"> <li>The open comment period is to discuss items that are not on the official agenda.</li> <li>CAO will investigate the legal feasibility of this item if the Council votes 'yes.'</li> </ul>	NO
6. Host City Council meetings in community locations outside of the municipal building Council chambers.	<ul style="list-style-type: none"> <li>The National Civic League suggested this item as part of a pilot program for better public meetings.</li> <li>The proposal suggests that Council hold one of these meetings in the fall of 2024. This meeting would most likely occur at the University of Colorado (CU) due to the broadcasting abilities of CU's facilities.</li> <li>Staff will investigate the location before the meeting to ensure the location can accommodate broadcasting.</li> </ul>	YES, PILOT FALL 2024



Item	Retreat Discussion Comments	Decision
	<ul style="list-style-type: none"> <li>Staff will create a communications plan to announce the change of venue.</li> </ul>	
7. Eliminate the preliminary packet for regular meetings and provide one final packet the week prior to each meeting.	<ul style="list-style-type: none"> <li>Staff was looking for Council guidance on receiving packets before each meeting. Staff sometimes send multiple packets to Council at the same time.</li> <li>Some Council members expressed the benefits of receiving information packets before meetings.</li> </ul>	DISCUSS FURTHER
8. Change study session packet distribution to one week prior to the scheduled study session.	<ul style="list-style-type: none"> <li>Council connected Item 8 to Item 7 and decided they needed more to discuss this item with staff to create better outcomes.</li> </ul>	DISCUSS FURTHER
9. Institute a more restrictive policy on signs, displays, or other obstructions in chambers during Council meetings and open comments.	<ul style="list-style-type: none"> <li>This item would restrict the size and placement, not the content of signs.</li> </ul>	YES
10. Remove the ability for Council to discuss foreign policy.	<ul style="list-style-type: none"> <li>Section XV(f) of the Council Handbook states that Council shall not act on a foreign or national policy issue which no prior City policy has been established by the Council or the people unless sufficient time and resources can be allocated to assure a full presentation of the issue.</li> <li>Some Council members expressed a desire for Council to clarify their ability to discuss foreign policy issues.</li> </ul>	DISCUSS FURTHER

## **PROCESS IMPROVEMENT IDEAS: DISCUSSION ITEMS**

Council members completed a prioritization survey before the retreat. Council members discussed the prioritized process improvement items. Below are the highlights from Council's discussion and staff's perspectives, including decisions and/or next steps for each item.

### *Process Improvement Item: Changes to Meeting Memos*

#### Council Discussion

- Staff could identify the pros and cons of possible actions to help Council understand why a department made a particular recommendation. Issues have varying levels of nuance, so connecting those issues to fiscal impacts and overarching goals could help Council members make decisions. Standardizing how staff includes fiscal information and impacts on memos could be beneficial.
- Sometimes, information in memos can become repetitive. Some Council members identified a repetition of information between memos and presentations.
- It would be helpful if there was a list of acronyms at the beginning of each memo or packet.
- Some Council members expressed that it is helpful to them when staff includes links to outside information in memos.
- One Council member suggested that memos could be shared with the community in a different manner than posting the memo on the City website in an effort to increase community engagement.
- Staff could narrow the memos' intended audience. Some Council members felt that staff writes memos for the Council and the community. Specifying that the memos' audience is Council could help focus the content on relevant information for Council's policy decisions.
- Council members expressed varying opinions on what information staff should include in a memo.
  - Some requested specific frameworks identified with connections across goals, while others wanted the memos to focus on decisions.
  - One Council member suggested that staff should present alternatives in a memo to help Council members make informed decisions.
  - One Council member suggested staff highlight new information in memos to increase clarity.
  - One Council member suggested that staff could shorten the length of information in memos that were previously shared with Council.

#### Staff Perspectives

- Staff is converting to a new system for agenda management. To incorporate Council feedback on memos, staff will need to create different memo design templates that reorder the structure of the memo and highlight decision points first. The agenda management system could be a tool for piloting new memo structures due to the system's internal templates.
- Staff also acknowledged the importance of training and onboarding to help new staff members write memos properly.
- Staff want to create memos and documents that identify meaningful connections between the current work and larger goals surrounding race, equity, climate, and strategic planning. Some memos need to be longer than others, depending on the topic. Staff are trying to reduce memo length when possible.

- Staff will work to implement Council's memo feedback in the coming months. Council may see shorter memos in the future.

### Outcomes/Next Steps

Staff will use the new agenda management system to create new memo templates and iteratively incorporate Council's feedback to improve memos over the coming months. Additional conversation with Council will be needed as some of the feedback suggestions are piloted.

*Process Improvement Item: Changes to Staff Presentations in Council Meetings and Study Sessions*

### Council Discussion

- Council members expressed that staff presentations are of high quality.
- Staff presentations can be a vital tool to help educate the community on issues that Council is working on. Not all community members will read the information packet prepared for a Council meeting.
- Some Council members expressed a desire to receive staff presentations before meetings so they can review the presentation and prepare appropriate questions in line with new information.
- Council members were sensitive to the time and effort that staff put into presentations and expressed a desire to reduce the time staff spends on presentations. One Council member suggested that staff could shorten the presentation length to allow for more discussion at meetings.
- One Council member suggested that staff include financial information and strategic and interdepartmental alignment in all presentations.
- One member of Council suggested that some staff presentations could be pre-recorded, and Council members expressed differing views on this idea. Some Council members prefer reading a transcript from a prerecorded meeting, while other Council members like listening to a presentation in person.

### Staff Perspectives

- Staff memos and presentations connect to the overall communications strategy. Staff designs memos for decision-makers and community members who want to analyze an issue more deeply. Staff designs presentations to help tell the story of an issue and bring community members along before the Council discusses the topic.
- Prerecording presentations could have resource implications for staff. Prerecording requires different software programs to create recordings and then share those recordings with the community. Prerecorded presentations also do not allow for nuanced conversation.
- Staff has a specific cycle of work for completing memos and presentations. Staff must finish a memo before working on a presentation, and there is a specific cadence to how staff reviews presentations. This cadence can be looked at to improve communication methods, especially as the new agenda management system is implemented.
- The City Clerk's Office uploads presentations so the community can view them. The deadline to send a presentation to the Clerk's Office is Wednesday at the end of the business day.

- Council could send staff questions about a presentation in advance to free up more meeting time.

### Outcomes/Next Steps

Staff will pursue ongoing improvements to presentations based on Council feedback.

*Process Improvement Item: Pilot Public Participation Segment During One Study Session per Month*

### Council Discussion

- The National Civic League is partnering with the City of Boulder, and Council has an opportunity to utilize the National Civic League's expertise to help run the pilot program. The Boulder City Council was the only city council the National Civic League selected to participate in the program.
- The National Civic League shared numerous recommendations with the City of Boulder. The City of Boulder narrowed the National Civic League's recommendations to three that it committed to implementing. One of these recommendations was to open Council study sessions to the public because some community members feel that simple public comments and email letters have little impact on Council decisions. The purpose of opening Council study sessions is to help the public feel heard by Council.
- Individuals have varying levels of expertise in both lived and learned experiences. Some Council members want to ensure that more community voices are heard throughout the Council process, which would create more collaboration between Council and the community.
- One Council member expressed interest in asking the Engagement Committee to investigate how to include community members who are typically not involved in Council meetings.
- Council is moving forward with a remote meeting at CU and continuing the Chats/Walks/Rolls program.
- Community members email Council frequently, making it difficult for Council members to respond to all email requests.
- Council members expressed interest in the pilot program and the benefits it can bring to the community, though some expressed concern about how the pilot program might impact staff and Council work.

### Staff Perspectives

- The National Civic League's partnership was supposed to end in December 2023; however, the organization has secured funding until the end of 2024 to continue its work with Council.
- Staff informed Council members that Council will need to prioritize which process items they value most. Process items will require changes to Council procedures. Those type of changes will require significant legal work for the CAO.
- Council could curate public comment in study sessions to bring in specific voices during meetings for the pilot program. Council has used this tactic in the past.

### Outcomes/Next Steps

Council will further discuss the proposal to pilot public participation at study sessions at a future meeting.

*Process Improvement Item: Council Committee Charters/Work Plans*Council Discussion

- One Council member expressed a desire to write charters and clarify the scope of work for each Council committee and to make that information easily available. The Council member also expressed a desire to create clear procedures on how to share work products from Council committees with the full Council.
- Some Council committees address similar topics, which can create some confusion. An example of this confusion is the Retreat Committee and Engagement Committee. Both the Retreat and Engagement Committees had ideas for the Council retreat.
- One Council member expressed a desire to see a central repository that contains the scope of work and committee work products.
- One Council member expressed concerns with the amount of committee work that members are asked to do. Due to the part-time nature of Council, it can be difficult to meet all committee meeting requirements.

Staff Perspectives

- The process item is to create charters for all Council committees to clarify which committee “owns” specific topics or products. This is similar to the work already underway to clarify the roles of the Board and Commissions that Council appoints. This would add to the already full work plan for the City Attorney’s Office and may limit their availability to do additional priority work for Council.
- The Retreat and Engagement Committees could each draft operational procedure proposals. Since this is not an official charter document, it would not require a full CAO review.
- This topic will be a future Council conversation focusing on external committees' scope.

Outcomes/Next Steps

- The Retreat Committee and the Engagement Committee will write operating procedure documents and share them at a future Council meeting.
- Council asked staff to add a comprehensive charter review to the “Yes, if” List. The “Yes, if” List is a list of items Council expressed interest in that staff will address if they have the capacity.

**PREVIEW OF COUNCIL PRIORITIES PRESENTATIONS**

Council members shared high-level thematic summaries of their work plan items. Council members had five minutes to present their summaries with four minutes of questions. Below is a list of the themes from the priority proposals.

- Climate resilience and sustainability
- Housing and community affordability
- Planning, development, zoning
- Transportation
- Economic vitality and connectivity
- Human services, homelessness, and mental/behavioral health
- Community engagement, cultural resilience, and equity

- City financial performance and revenue exploration
- Charter amendments and Council process improvements

### ***Questions from the Council Priorities Presentations***

Following each Council member's presentation of priorities, the rest of Council had an opportunity to ask clarifying questions. Questions are indicated below in italics, and the corresponding response is in normal text. Some questions were directed to Council members; others were directed to staff.

*Would expanding food truck opportunities include engagement with existing restaurant owners?*

There are some restrictions on where food trucks can park in the city. Food truck businesses and the restaurant association could provide feedback on what solutions make the most sense for both entities.

*Could the City generate revenue from food trucks?*

If food trucks are parked on City property, it may be possible, but overall, that is not a goal at this point.

*Will Council vote on the parking minimums and signal policies?*

The parking and Transportation Demand Management (TDM) ordinance project is on the 2024-2025 work plan. Council will see the TDM ordinance project several times throughout its process. The Transportation Department will handle the signal updates at the administrative level.

*Does the charter allow Council to codify a work plan priority?*

Codifying a work plan priority is not something that the Council would typically do because it is a department-level work plan. Typically, Council will codify regulations.

*Is the bike parking initiative currently in the City's scope?*

Yes, staff are working on multiple bike-related items. The first is to secure bike parking and right of way. Then, the TDM ordinance project will include bike parking requirements via code updates.

*When can funding come into priority discussions?*

Council will need to identify ten priorities during the retreat, which staff will then develop the scope of work for these items. After scoping, staff will investigate the costs of the priorities and connect them to work plans. Some of Council's identified priorities could require significant funding. If so, staff could bring that up in follow up discussions with Council in early May 2024 or throughout the normal budget process.

*With regards to the priority around our migrant community, what would be the tangible outcome of the priority to build cultural resilience in Boulder?*

The outcome would be a landscape analysis to identify where there are currently higher concentrations of hate speech and an increase of migrants and climate migrants.

*Would the priority to form a working group to review further process changes involve having both Council and community members participate in the working group?*

Working groups would only be composed of Council members. Staff, the CAO, the City Manager's Office (CMO), and the Council Engagement Committee could collaborate to create ideas to help Council work more efficiently.

*What is the goal for parks?*

There is interest in how the City could monetize park usage without harming low-income users. The goal is to return money to the parks to help manage impacts on trails, parks, and recreation centers.

*How specific are the airport and housing development goals?*

The goal is to create an informal analysis of the airport grounds for housing developments. This analysis would involve identifying how many housing units would be possible and potential impediments. Staff will share information on the current work items regarding the airport with Council in July. These items relate to considerations about leasing and long-term management of the airport.

*How can the City remove parking minimums while meeting electric vehicle (EV) parking requirements?*

The City has different parking requirements in its code. The City has a minimum parking requirement for EVs, and the City has parking requirements for Americans with Disabilities Act (ADA) accessibility. This is an issue that Council will need to keep at the forefront.

*Is there an analogy in something Council is already working on that could provide some context for improving access to transportation and land?*

One way to approach this topic is to identify the bottlenecks and ask staff what Council can do to help eliminate them. The work Council is engaged in with housing and removing bottlenecks would be an analogy for the access to transportation and land use goals. Council could then use its policy development procedures to create the access to transportation and land use framework. Council might need to hire an external consultant to assist with this work.

*Are natural resource concerns included in the transportation and land use focus areas?*

Natural resources are included in those focus areas. A gap analysis of a climate-resilient community would include an analysis of natural resources. A focus on natural resources is not specifically included in the City's Climate Action Plan, and there is no City department that is specifically charged with a focus on natural resources city-wide.

*Does the Council member's proposed access plan support the Boulder Area III, or does the proposed access plan consider that area sprawl?*

The access plan is not predefined. Council would investigate land use to manage access to important services like grocery stores and schools for historically disadvantaged communities.

## **OPTIMIZING THE COUNCIL DYNAMIC**

Council members shared their answers to two questions. The questions were: 1) What do you want us to know about how to work and communicate with you effectively, including what you prefer we do and what you prefer we do not do; and 2) What values or other inform your sense of what is important and what is impactful to the community? Council members had five minutes to share their answers.

## COUNCIL WORK PLAN DISCUSSION

### *Discussion of Work Plan Items Already Underway*

Prior to this discussion, staff sorted Council priority proposals into items that are currently on the staff work plan in some way and those that are not. Council members discussed items currently in the work plan. Staff and department directors shared with Council members what activities they are currently working on related to the priority topic. Council members were able to share their feedback on these items and whether they are the same as or different from the Council priority proposal. Below are the highlights from the discussion.

#### *Analysis of the Airport*

- Staff will share new information with Council on exploring airport closure options in July. Those options will include information on the eighteen years of airport operation before the closure occurs.
- Staff would have difficulty including a high-level analysis of housing development opportunities at the airport in the 2024 work plan. The analysis would need to be a Council priority item if desired,

#### *Pedestrian/Bike Path and Underpass Design and Safety Enhancements*

- Improving underpass safety is a priority for staff. Staff could make underpass work more explicit in the work plan instead of making it a Council priority. The work is the same and will get done either way.
- Staff has improved some underpasses, including retrofitting lights and turning them on full-time. Some underpasses had lighter-colored paint applied to them. Placing new lighting into the underpasses is challenging due to the conduit and concrete requirements. A year-to-year program in which staff improves a few underpasses at a time is more manageable from a budget standpoint than a comprehensive overhaul addressed as a Council priority item.

#### *Refresh Existing and Introduce New Racial Healing and Human Rights/Relations Tools*

- Staff has not reviewed the Human Rights Ordinance in quite some time and has already been contemplating taking a deeper look into this ordinance. Staff is interested in examining equity and belonging in broader terms than in the past. Some of the tools mentioned in the National League of Cities are already incorporated conceptually in the City's Racial Equity Plan.
- Most of the City's racial equity work is internal with staff, with some external work between the City equity team and partners like CU. The external equity work includes the Community Connectors program and the creation of the business equity program. Staff has included multiple equity frameworks in the racial equity program, such as the "Four A's Framework." Equity work is always evolving.
- It is important that the City enforces equity policies.

#### *Parking and TDM Ordinance Revisions (includes exploration of parking minimums)*

- The review of parking minimums is on the staff work plan. Staff is investigating this issue comprehensively.



- One aspect of this program is using zoning to manage parking minimums, maximums, EV spaces, and handicap spaces. The TDM model is an option that interested parties can apply for. Staff is also investigating the neighborhood parking program, which is a response to increased visitation to Downtown Boulder, CU, and Chautauqua Park.
- A task force is investigating these issues to provide Council information in 18 to 20 months.

#### *Vision Zero Action Plan and Signal Practice Items*

- Staff will continue to work on signal practices and, if desired, will have to have a policy discussion with Council related to signal practices. Speed limit and pedestrian crossing guidelines have shifted recently.
- One Council member expressed the importance of including no-left-turn or no-right-turn-on-red changes in the Vision Zero Action Plan. Staff will keep Council updated on the progress of the Vision Zero Action Plan.
- There are engineering perspectives that staff must account for when working on traffic mitigation issues.

#### *High Utilizers Program*

- The proposed program for high utilizers of homelessness and social services is in the fundraising stage. The budget for the high utilizers program includes wrap-around services. Adding additional mental health supports beyond those contemplated within the existing program would require more resources. The fundraising goal is to reach \$5 million for the first year and \$2 million for the second year. This funding will support 35 to 45 high utilizers. Staff will solicit funds through various measures, including federal, state, City, and private sector funding. Fundraising, in partnership with regional stakeholders, is likely to take 18-24 months.
- The majority of the cost for the high utilizer program will go to building new housing for the program's participants. Employment support will come later and could be supported through programming at the Day Services Center.
- Council can discuss this topic further during the budget process.
- Council support by way of making this a priority item could help leverage funding throughout the fundraising process.
- The difference between the high utilizers program and the Bluebird project is high utilizers require more direct behavioral health services and more significant substance abuse treatments.

#### *Climate Action Plan Update*

- Council created the existing climate targets in October of 2021. Staff will expand the scope of those targets and work to refine existing targets. Staff is also looking to expand their scope on issues related to climate justice.
- The Climate Action Plan is more focused on the community. Staff will need to think about internal processes related to a broader climate update.
- Staff has an annual report on the greenhouse gas inventory, the fleet inventory, and the consumption inventory. Staff is working to provide more frequent updates related to climate for Council and the community.
- Staff developed a charter through multiple departments to work on climate issues and related codes. Staff wants to investigate education, initiatives, and enforcement. Some of the

items related to climate monitoring do not have a universally accepted measure, such as embodied energy.

- Climate-related code changes could impact several code areas, including building, energy, and landscape.
- Improving climate resiliency is an effort for all City departments and will take time.

#### *Zoning for Sustainability*

- One Council member's goal was to create higher levels of sustainability through incentives and not regulation.
- This item connects to the Climate Action Plan update work on education, initiatives, and enforcement component and the embodied carbon initiative.
- Zoning for sustainability includes zoning, building, and stormwater code changes.
- Staff have connected the work to achieve climate action and sustainability to all City departments, outside partners, and individuals, including youth engagement.

#### *Unleaded Gas at the Airport*

- Staff is planning on investigating unleaded gas at the airport through a work plan item sometime in the future, regardless of a potential airport closure or not.
- If the airport is not closed, and the City accepts Federal Aviation Administration (FAA) grants, then the City will have better funding opportunities to require unleaded gas at the airport.

#### *Review Historic Preservation Codes*

- This priority item was focused on achieving more predictability in the process for historical designation and greater levels of preservation. The Council member also expressed concern for residents who do not receive a permit and the process those residents must go through to try to remedy their situation.
- Staff have a work plan to update the Historic Preservation Plan.

#### ***Additional Work Plan Items Already Underway***

Council members and staff identified additional work plan items that are already underway. Those additional work plan items are below.

- Revise Community Survey
- Title 2 Updates for Accessibility
- Consider Impact Fees for Large Residential Additions
- Move Area III and Planning Reserve to Area II in the Boulder Valley Comprehensive Plan (BVCP) Update
- Assessment of Low-Income Home Ownership Participants (with attention to the control group)
- Support Lifelong Boulder

#### ***Future Work Plan Item Discussion***

Council and staff discussed the remaining new work plan priority items identified by Council and the potential "lift" or work required for each item for staff. The discussion aimed to identify work

plan items that will most impact the community over the next two to three years and beyond. Below are the highlights of the discussion.

#### *Long-Term Financial Strategy*

- The long-term financial strategy includes reviewing core services and overall service levels, a second home/vacancy tax, and a revenue fee study. Assessing inclusionary housing fees fits with staff's long-term financial strategy.
- The second home/vacancy tax ballot measure is on the Council meeting agenda for May 9.
- Staff indicated that a Council priority on the long-term financial strategy would help make it more visible.

#### *Studying/Implementing Homelessness Programs, including High Utilizers*

- The City's strategic plan mentioned reviewing existing homelessness programs. This would include staff and Council reviewing the outcomes of these programs over the last several years and making adjustments to the high utilizer program.
- At Council's request, staff has been providing regular updates to Council on homelessness. Council indicated a desire to learn more about financial investments and outcomes. Council also mentioned they could benefit from defining the roles of various entities related to homelessness and behavioral health, including the City, Boulder County, and the federal government. Council could address this topic in a future study session.
- Staff has been working to create solutions around behavioral health.
- Staff cannot replicate the Denver hotel program in Boulder due to a lack of hotel space. The Denver program has experienced significant challenges. The housing programs that staff and Council worked on have experienced high success levels, with ninety-five percent of the individuals in the program still housed.

#### *Holistic Climate Policy in City Code*

- Staff expressed hesitation in codifying climate goals and targets in the city code. Writing climate goals into the City code would be a significant lift for the CAO and would change their importance or impact. Council can act on climate goals through motions or ordinances. Climate targets and goals are dynamic, while code is not. Addressing climate goals through different measures would be more effective.
- Comprehensive plans can help set a vision for staff and Council. Changes to a comprehensive plan can result in code changes, but those code changes are not part of the Comprehensive Plan itself.
- Staff is working to provide climate-related reports to the Council in the future. Staff want to be sensitive and utilize the best format for those reports.
- Staff will work to include environmental impacts in memos, along with the other memo changes. This will happen in the future.
- Staff will operationalize climate-related work through budgeting for resilience. Staff are working to create solutions for connecting the City's investments and outcomes in a way that Council and the community can easily understand.

#### *Landscape, including Wildfire Hardening Code Changes*

- One Council member expressed the importance of wildfire preparedness and removing highly combustible vegetation near houses.

- Staff suggested that increasing code changes are only as effective as the city's ability to enforce, and currently resources for enforcement are very limited. Staff also mentioned that changing the code around wildfire and housing would be a significant lift. Currently, wildfire home assessments are voluntary, so enforcing a new code on older homes would be difficult. New code changes can impact new buildings.
- Council members were hesitant to enforce code changes on residents retroactively.
- One Council member suggested that wildfire home hardening could be connected to the Council's broader climate resiliency goals.
- Some Council members suggested that greenspace needs to be allocated more equitably throughout the city.  
One Council Member wanted to focus more on ensuring residents were encouraged to use for native landscaping that conserved water.

### ***Council Priorities Sorting Activity***

Council members engaged in a work plan item sorting activity. Each Council member selected two work plan items that were of greatest important to them. Council members provided direction on the impact of the work plan item, while staff provided direction on the lift of the work plan item. Below are Council member's work plan items with the impact and lift, listed in order of presentation by Council.

<b>Council Priority</b>	<b>Impact</b>	<b>Lift</b>
Middle-income task force with funding and code solutions	High	High
Holistic climate policy in city code	High	High
Connections and quality of life improvements between commercial areas with a focus on the Hill and Downtown connection and secure bike parking	High	High
Council pay	High	Medium
Family-friendly, vibrant neighborhoods	High	High
Long-term financial strategy, including fee study	High	High
BVCP update by 2026	High	High
Climate Action Plan update, including water literacy and biodiversity	High	High
Landscape, including wildfire-hardening code changes	High	Medium
Support regional approach in meeting recent immigrant needs	High	Light
Examine pathways for increasing greenspace allocated for new developments	Medium	Medium
Research tools to preserve rental housing and home ownership balance	Medium	Medium
Studying implementation of homelessness programs, including high utilizers	High	Medium
Mobile home park utility upgrades	High	Medium
Form a working group to address Council process changes	High	Light

<b>Council Priority</b>	<b>Impact</b>	<b>Lift</b>
Ranked choice voting for Council	Medium	Medium
Economic vitality and development plan, including small business support and incentives for conversion	High	High

### ***Council Priorities Prioritization Exercise***

Council members engaged in a dot exercise to select the final Council priority work items. After some discussion, Council decided to elevate the Climate Action Plan update to a Council priority, due to the importance of climate issues to the community. Staff will also explore the work plan implications of adding water literacy and biodiversity to this item. Staff will use the results of the prioritization exercise to inform their work over the next few years. Below are the final Council work plan priorities for the next 2-3 years, listed in no particular order:

- Studying implementation of homelessness programs, including high utilizers
- Economic vitality and development plan, including small business support and incentives for conversion
- Landscaping code changes, including wildfire-hardening
- Long-term financial strategy, including fee study
- Council pay
- Mobile home park utility upgrades
- Connections and quality of life improvements between commercial areas with a focus on the Hill and Downtown connection and secure bike parking
- Working group to address Council process changes
- BVCP update by 2026
- Family-friendly, vibrant neighborhoods
- Climate Action Plan update, including water literacy and biodiversity

### ***Work Plan Items for Staff if They Have the Time***

Council members identified a few additional work items for staff to pursue if they have the bandwidth in the 2-3 years. These items are:

- Comprehensive look at Council committees, scope, purpose, and charters
- Climate Action Plan
- Middle housing task force with funding and code solutions