



**CITY OF BOULDER
CITY COUNCIL AGENDA ITEM**

MEETING DATE: February 27, 2025

AGENDA TITLE

City Council Midterm Check-in

PRESENTERS

Nuria Rivera-Vandermyde, City Manager
Chris Meschuk – Deputy City Manager
Pam Davis – Assistant City Manager
Mark Woulf – Assistant City Manager
Megan Valliere – City Council Program Manager
Heather Bergman – Peak Facilitation

EXECUTIVE SUMMARY

In anticipation of the midterm check-in, this memo provides a brief summary of progress toward the completion of 2024-2025 City Council Priority Projects and an update on the Citywide Strategic Plan. **Attachment A** provides the agenda for the Midterm Check-in.

2024-2025 CITY COUNCIL PRIORITY PROJECTS

Council identified 11 priorities for the 2024-2025 term. Detailed project management timelines and milestones for each council priority project are available at the [2024-2025 Council Priority Projects Dashboard](#). Since project managers for each council priority update the dashboard at least once per month, the dashboard provides both council and community members with the most up-to-date information about project progress for each priority. Below are highlights from each of the priority projects. **Attachment B** provides an anticipated schedule of upcoming city council meeting discussions on these projects, and **Attachment C** provides condensed summary slides of the project information provided in this memo.

2025 Major Update of the Boulder Valley Comprehensive Plan (BVCP)

Through 2026, Boulder Valley community members will embark on a journey to develop the next major update to the BVCP to define “[A Boulder Future](#)” and address the Boulder Valley’s greatest challenges and opportunities. Throughout each project phase, staff will ask Council for feedback on previous work and direction for the next phase. City Council will vote to adopt the updated Comprehensive Plan at the end of the project, along with City of Boulder Planning Board, Boulder County Planning Commission and Board of County Commissioners (expected summer 2026).

Previous Council Discussion

- [Aug 22, 2024: Joint Study Session - Boulder Valley Comprehensive Plan Draft Scope of Work, Schedule, & Communications & Engagement Strategy](#)
- [Sep 19, 2024: Study Session Summary: Comprehensive Plan Update: Draft Scope, Schedule, Engagement Strategy](#)
 - **Coordination & Engagement:** Members of both bodies expressed interest in ensuring continued coordination between city, county, regional and state partners, aligning ongoing planning efforts and across departments to provide ample opportunities for community members to participate in projects without overburdening them.
 - **Existing Conditions Analysis:** Members recommended including local, regional and national trends, comparative information to other benchmark communities, comparisons to past trends in Boulder and demographic forecasts in the existing conditions analysis.
 - **Major Update Outcomes:** Members expressed support for an action-oriented plan, clear articulation of how specific community feedback shapes plan recommendations, greater usability, creativity and flexibility in the process and its outcomes.
- [Feb 5, 2025: Working Session: Boulder Valley Comprehensive Plan Update – Existing Conditions and Focus Areas](#)
 - Staff will prepare a one-page summary of this event and post it to the project website.

Significant Updates

Since the last time council considered this item, the BVCP core project team has completed the following significant updates:

- **Project Launch** (Completed)
 - Joint CC & PB Study Session (Aug. 22, 2024)
 - What’s Up Boulder table (Sep. 7, 2024)
 - Community Kick-off Event (Oct. 19, 2024)
 - Kick-off Feedback Form - online (Oct. 21-Nov. 15, 2024)

- o Project Website Launch (Oct. 2024)
- o Consultation with Community Connectors-in-Residence (Dec. 6, 2024)
- **Phase 1: A Boulder Today – Existing Conditions & Shared Learning**
(Completed)
 - o Community Kick-off Event & Online Questionnaire Engagement Summary (posted Jan. 27, 2025)
 - o Existing Conditions Analysis (posted Jan. 29, 2025)
 - o Joint 4-Body Working Session (Feb. 5, 2025)
- **Phase 2: A Boulder Tomorrow – Vision & Focus Areas** (Jan.-May 2025)
 - o 3 Engagement Events with MOTUS Theater (Jan. 11 & 25, Feb. 8, 2025)
 - o Pop-Up Series (late Jan-Feb 2025)
 - o Feedback Form – online (Jan. 24-Feb. 14, 2025)
 - o Consultation with Community Connectors-in-Residence (Feb. 21)
 - o Office Hours (Feb-March)

Major Project Milestones

At the end of the project, staff will have completed the following major milestones. They will be met through a combination of staff work and analysis coupled with community member and policy maker feedback collected through a variety of engagement events, online opportunities and policy maker study sessions and meetings.

- **Phase 1: A Boulder Today - Existing Conditions & Shared Learning**
 - o Existing Conditions Analysis
 - o Phase 1 Engagement Summary
 - o Joint 4-Body Study Session
- **Phase 2: A Boulder Tomorrow - Vision & Focus Areas**
 - o Draft Community Vision, Goals and Focus Areas
 - o Phase 2 Engagement Summary
 - o City Council IP Memo (Mar. 20, 2025)
- **Phase 3: A Boulder Direction - Policy Framework & Alternatives Analysis**
 - o Draft Policy Framework
 - o Public Change Request Process and Recommendations
 - o Policy Alternatives Analysis (includes assessment of Community Needs as part of Area III-Planning Reserve process)
 - o Community Assembly Recommendations
 - o Phase 3 Engagement Summary
 - o Joint City Council & Planning Board Study Sessions (anticipated May, Aug., and Nov. 2025) and IP Memo (anticipated Jul. 2025)
- **Phase 4: A Boulder Future - Documentation & Adoption**
 - o Preliminary Draft BVCP Update (anticipated Mar. 2026)

- o Final Draft BVCP Update (anticipated May 2026)
- o Phase 4 Engagement Summary
- o Public Hearings & Adoption Process (all four approval bodies)
- o IGA Renewal (CC & BOCC)

Risk Factors

Risk factors that may prevent the completion of the project milestones in the timeframe listed on the [2024-2025 Council Priority Projects Dashboard](#) include the tight timeline for project completion, staffing considerations for this major effort, possible scope additions and potential misalignment between Planning Board and City Council and/or city and county approval bodies on the final draft BVCP update during the public hearing and adoption process.

Citywide Long-Term Financial Strategy

The City of Boulder's Long-Term Financial Strategy (LTFS) aims to develop a holistic and comprehensive financial strategy to help guide citywide fiscal decision-making and long-range financial health. The LTFS builds upon prior policy guidance from the Blue Ribbon Commission (BRC) [2008](#) and [2010](#) reports and with input from city's existing Financial Strategy Committee. The LTFS is a two-year initiative focused on developing a comprehensive financial plan, exploring alternative funding mechanisms and revenue opportunities, identifying the levels of service the city should provide for programs and services with unmet needs, and a multi-year ballot measure strategy to support unmet needs and additional investments supporting community priorities. Staff last presented to City Council on the LTFS during the 2025 Budget meetings, including the September 12, 2024 Study Session [presentation](#) and [memo](#), the October 3, 2024 First Reading [presentation](#) and [memo](#), and October 17, 2024 Second Reading [presentation](#) and [memo](#). Staff meets with the Financial Strategy Committee on a monthly basis to discuss LTFS project development as well as other budgetary and financial planning items.

Significant Updates & Major Project Milestones

The LTFS comprises four workstreams with two phases. Phase I (Q3 2024–Q1 2025) focuses on a current state analysis and development of potential 2025 tax ballot measures. Phase II (Q1 2025–Q2 2026) focuses on prioritizing revenue opportunities, additional research and analysis, and comprehensive community engagement to inform 2026 tax ballot measures. A summary of significant updates and major project milestones are provided below.

Phase I (Q3 2024–Q1 2025)

1. Long-Term Financial Plan

- a. Established guiding principles of Fiscal Sustainability and Sufficiency, Equity, and Resiliency
- b. Performed a current state assessment against BRC recommendations

2. *Alternative Funding Mechanisms*
 - a. Completed a current state assessment and inventory of existing fees
 - b. Performed initial fee policy and revenue research
3. *Core Service Levels*
 - a. Completed initial assessment of the city's budgeted programs against a core service level hierarchy
4. *Multi-Year Ballot Measure Strategy*
 - a. Developed a multi-year ballot measure framework for 2025 and 2026 tax ballot measures, focused on unmet needs and additional investments supporting key community priorities.

In addition, staff has developed a communications and engagement plan to support this effort, including uplifting existing engagement input, polling voter surveys, and comprehensive engagement and communications strategy.

Phase II (Q1 2025–Q2 2026)

1. *Long-Term Financial Plan*
 - a. Development of a five-year comprehensive financial plan
2. *Alternative Funding Mechanisms*
 - a. Refined revenue research, benchmarking, and financial analyses
 - b. Identification of prioritized revenue opportunities and implementation strategies
3. *Core Service Levels*
 - a. Refinement of core service level hierarchy, service level increments identified
 - b. Benchmarking and analysis
4. *Multi-Year Ballot Measure Strategy*
 - a. 2026 potential tax ballot measures development
 - b. Comprehensive engagement and communications strategy

Potential Risk Factors

Primary risk factors that may prevent completion and/or success of the project within our timeline include potential scope changes, community alignment with the LTFS guiding principles supporting flexibility, diversity, and stability of funding sources, voter support for implementation of potential tax ballot measures, and short-term economic and/or other external factors implicating city finances and financial planning.

Homelessness Programs and Innovations

The Homelessness Programs and Innovations priority focuses on addressing homelessness through targeted efforts, including supporting high system utilizers, evaluating the current homeless service delivery system in collaboration with Homeless Solutions for Boulder County (HSBC), and updating the city's homelessness strategy. City Council provides

overarching direction and sets priorities to ensure these efforts align with the community's goals.

- City Council has an upcoming study session on February 13th to review and discuss the Homelessness Programs and Innovations priority, including high system utilizers, system evaluation, and the homelessness strategy update. Council direction on this priority will be provided during the session.
- The February 13th study session is the first time City Council will formally discuss the Homelessness Programs and Innovations priority.

Major Project Milestones

- **High Utilizer Effort**
 - Late 2024 scaled the program proposal to achieve impact despite limited funding.
 - Contracted with a consultant to develop and implement a comprehensive funding strategy.
- **HSBC System Evaluation**
 - HSBC contracted with Public Policy Associates to conduct an evaluation of the homelessness response system, identifying strengths, challenges, and opportunities for improvement to enhance its effectiveness in addressing homelessness and meeting community needs.
 - Final evaluation report completed in January 2025.
- **Homelessness Strategy Update**
 - City engaged Clutch Consulting to lead the update of the city's 2017 Homeless Strategy.
 - The updated strategy will create a forward-looking, systems-based plan to align city leadership and resources, with the process continuing through summer 2025.

Economic Development Plan & Program Enhancements

The city is developing strategies to support economic vitality, address commercial vacancies, and broaden small business support with new and enhanced economic development tools and programs. City Council's role in this work is to provide feedback on the development and implementation of an updated Economic Vitality Strategy.

Previous Council Discussion

- Staff presented a brief, high-level overview of current economic conditions, existing programming and partnerships, and goals and priorities for an updated Economic Vitality Strategy at a special meeting on September 26, 2024 (see [Community & Council Forum: Economic Development Plan & Program Enhancements memo](#)). Feedback provided to staff by Council and community participants centered around the following themes:
 - Promoting an inclusive economy that benefits all community members and providing greater support for microbusinesses, such as sole proprietors, home-based businesses, and BIPOC-owned businesses;

- Infrastructure improvements, such as expanding broadband access and addressing commercial vacancies, to support business growth and enhance vibrancy; and
- Balancing the economic potential of innovation and advanced industries with sustainability, resilience, community character, and quality of life.

Significant Updates

- Updates since the September 26 presentation to Council include:
 - **Address Commercial Vacancies:** Staff has partnered with the Boulder Chamber, other Economic Vitality partners and with commercial property owners, developers and brokers to better understand the challenges related to commercial vacancies. In addition to bringing forth recommendations within the EVS update, the city has awarded \$840,000 in grants to support affordable commercial projects to enhance long-term affordability for small businesses.
 - **Broaden Small Business Support:** The city expanded the city’s operational support for the Boulder Small Business Center (SBDC) and launched messaging to increase awareness of existing small business resources. Additional opportunities to broaden small business support will be broad forward in the EVS update.
 - **Research for Economic Vitality Strategy.** Staff has completed a business survey to gain insights in advance of the EVS update. Staff surveyed over 500 businesses in a broad range of industries in partnership with the Boulder Chamber and Greenhouse Partners, a local research and marketing firm. Staff has also completed a detailed analysis of current market and economic conditions.
 - **Targeted Industry Support.** The city established the Boulder Lodging Business Assessment Area to better support the lodging industry and promote the local economy. Staff is also exploring the potential creation of a “CHIPS” Zone to open financial incentives for industries such as quantum computing.
 - **Strategic Economic Redevelopment.** With the renewed focus on economic development to better support the local economy, staff is concentrated efforts to support redevelopment opportunities that can meet broader community goals, such as the East Bookend development as a part of the Civic Area Phase 2 project, potential redevelopment of unnecessary surface parking with commercial areas, and supporting other projects to help spur redevelopment in areas such as Boulder Junction Phase 2 and East Boulder in alignment with adopted plans.

Major Project Milestones

- **Stakeholder Engagement:** Staff will continue to seek input from community and council forum participants and economic vitality partners as strategies and programs are developed.

- **Racial Equity Analysis:** Staff will evaluate draft strategies and program enhancements using the racial equity instrument.
- **City Council Update:** Staff plans to return to council with a draft economic vitality strategy for feedback at the April 24, 2025, council study session.

Climate Action Plan Update

The city is currently updating its existing climate action plan (CAP), with a focus on updating goals related to resilience and equity and fostering intradepartmental collaboration around climate action. The role of City Council has been integral thus far in providing feedback on the approach for updating the CAP and will be moving forward to adopt new goals related to resilience and equity and champion the plan in the community and with partners.

Previous Council Discussion

Staff presented to Council as a Matters Item on December 19th, 2024 (see [coversheet and memo](#)). Council provided feedback to staff about the approach for the CAP Update:

- Continue maintaining a focus on strategic, systematic approaches, and strengthen the integration of climate and finance strategies.
- Prioritize compact development as a key area of local government influence to drive climate outcomes effectively.
- Foster interdepartmental and intergovernmental collaboration with aligned ownership across the organization and agencies.

Significant Updates

Updates since the December 19th presentation to Council include:

- **Outline and Draft CAP Update:** Staff finalized the outline and approach for the CAP Update, for which the primary deliverable will be a designed PDF document. Staff initiated drafting of content for the CAP Update document.
- **Identify Communications Materials:** Staff identified supplemental communications materials to develop and launch alongside the CAP Update, including factsheets, a plan webpage, and a community action toolkit.

Major Project Milestones

- **Finalize CAP Update and Communications Materials:** Staff intend to finalize the content for the CAP Update and supplemental communications materials during the first and second quarters of 2025.
- **Amendment to Adopted Goals:** Staff will return to Council with an amended [resolution](#) in the second quarter of 2025 to reaffirm council's commitment to existing climate goals and targets and adopt new goals related to resilience and equity.

- **Launch CAP Update and Execute Communications and Engagement Plan:** Staff intend to launch the CAP Update in the second quarter of 2025.

Commercial Area Connections & Quality of Life Improvements

This priority of City Council involves a set of projects that contribute to the goal of improving the vibrancy of our commercial areas, with special emphasis on University Hill, Downtown, and the connections between these two districts. The Community Vitality Department is leading most initiatives, including strategy development, activation, and capital projects, while also providing support with aligned projects in other departments. Council may be asked to consider policy direction or actions in their role as board of directors of the General Improvement Districts.

Previous Council Discussion

Staff provided a memo and presentation at the September 19, 2024 meeting of City Council that summarizes the approach and lists associated projects (see [agenda memo](#)). At that meeting, council endorsed staff's direction and highlighted a few specific details which have been useful in scoping specific projects.

Significant Updates

In the time since the City Council meeting, the following progress has been made on this priority:

- Temporary Wayfinding signs from downtown to The Hill have been installed.
- Activations in the GIDs were successful, including the popular collaboration with Roots Music Project on The Hill and Boulder Junction featuring on-street concerts by local musicians.
- Garage repairs in the Central Area General Improvement District (CAGID) have begun, starting with the garage at 1100 Spruce.
- Research and engagement phases of the Improvement Districts Analysis and Street Events Study (Boulder Social Streets) have begun.
- Scoping for the Hill Streetscapes capital improvement project has begun. Improvements will include repaired and landscaped medians on Broadway, trash and recycling receptacle replacement, new trees, bike racks, and other enhancements.

Major Project Milestones

- An Information Item on the status of the Outdoor Dining Pilot Program including a few improvements to the process will be included in the packet for the March 6 City Council Meeting.
- Check-in with Council at the April 24, 2025, meeting regarding the Improvement Districts Analysis.

- The last few installations of signs and wayfinding icons at Boulder Junction will be installed this spring.
- Transportation & Mobility is exploring closing two missing sidewalk links on the east side of 11th Street between Arapahoe and Grandview in late spring in advance of area street repaving this summer.
- New paint-the-pavement murals will be installed on University Hill and downtown in the second and third quarters of this year.
- Continued coordination with the Civic Area Phase 2 project to pursue enhanced connectivity between the Hill and Downtown.

Wildfire Hardening & Waterwise Landscaping Policies & Regulation

This council priority encompasses a review of policies and regulations focused on wildfire hardening strategies (building and properties) and waterwise landscaping (such as native plant use). While combined into one council priority, these are being managed as two discrete projects: wildfire hardening and waterwise landscaping. City Council's role includes approval of an ordinance to change the city's land use code and an ordinance to adopt the 2024 International Wildland Urban Interface Code.

Previous Council Discussion

- At the [December 12, 2024 study session](#), City Council generally supported staff's recommended scope for each project. For wildfire hardening, City Council also requested that staff look into applying wildfire hardening requirements at the time of property sale and rental licenses, but the majority of City Council did not wish to apply requirements retroactively to all properties in the Wildland Urban Interface area. For waterwise landscaping, City Council asked staff to further analyze options to understand the resourcing costs and water-saving benefits of potential changes, and to expand the applicability of the state's prohibition of nonfunctional turf to multifamily development.

Significant Updates

- Since the study session, staff have been further researching the options as directed by City Council and preparing for community engagement in the coming months.

Major Project Milestones

- The next milestone will be community engagement and adoption of the 2024 International Wildland Urban Interface Code, which is slated for May 2025.
- Further community engagement focused on landscaping changes will occur in the summer, followed by adoption of land use code changes in October 2025.

Risk Factors

- Risk factors include expanded scope of the project, challenges of completing two major code update projects simultaneously along with several other work plan priorities, and any new considerations that may be identified through additional analysis, coordination with the state wildfire resiliency code, and dialogue with the community that may challenge the timeline.

Family-Friendly Vibrant Neighborhoods

Family-Friendly Vibrant Neighborhoods is a 2024-2025 City Council Priority intended to increase housing opportunities in the community to help mitigate the rising cost of housing. Removing zoning barriers to allow more housing options requires City Council approval of an ordinance to change the city's land use code. Project is anticipated for completion in March of 2025.

Previous Council Discussion

- The following discussions with City Council occurred in 2024/2025:
 - A study session on the project was conducted on [April 25](#). Council confirmed the project scope, goals and objectives, and specific options that should be analyzed further.
 - A matters update on the project was provided to council on [Oct. 17](#). A majority of City Council were supportive of the majority of the options to allow additional housing in the RR, RL-1, RM-1, and RMX-1 zoning districts and exempting out permanently affordable housing projects from Site Review if there were no modifications. The council supported removing the options related to requiring owner-occupancy.
 - A public hearing on an ordinance was held on [Jan. 9, 2025](#). The council voted 6-3 to amend and adopt the ordinance (at a later 3rd Reading) with one amendment to the standards developed for the RMX-1 zone.

Significant Updates

- City Council 3rd reading to adopt Ordinance 8666 with one amendment approved on Feb. 6, 2025. If not challenged by a citizen petition within 30 days of the adoption of the ordinance, Ordinance 8666 would go into effect on March 8, 2025, and would complete the project.

Major Project Milestones

- Major project milestones through completion of the project include:
 - Study session in April 2024 to discuss the project purpose, goals and objectives, and scope;

- Community outreach, including meetings with interested groups, presentations to affordable housing residents, Be Heard Boulder questionnaire, online and newsletter updates etc. in the first half of the year;
- Presentations and requests for feedback from Planning Board and Housing Advisory Board (HAB) in September 2024;
- City Council check-in to update and receive feedback from council before preparing a draft ordinance in October 2024;
- Planning Board and HAB recommendations for approval of Ordinance 8666 in November 2024; and
- City Council public hearing; Council voted 6-3 to amend and adopt the ordinance (at a later 3rd reading date).

Manufactured/Mobile Home Community Support

City Council prioritized an update on the progress and outcomes of the Manufactured Housing Strategy. The goal is to provide a status report on the actions completed thus far, identify unfinished tasks, and assess alignment with the current priorities of the City Council. Council specifically identified interest in determining if there is a way to partner with park owners to reduce rents and increase affordability for low-income residents.

The information organized to-date to detail the Strategy update may be found at:
<https://bouldercolorado.gov/news/preserving-affordable-housing-how-boulder-supports-manufactured-home-communities>

Staff will bring a full report to Council in the May 22, 2025, Study Session. This will be the first report since the Strategy and action plan were adopted in March 2022.

Significant updates since 2022 include:

- Established regular meetings with the Coalition of Manufactured Housing Owners in Boulder (C-MOB) including support for community navigators and neighborhood grants to increase community engagement.
 - *Boulder's Community Engagement and Outreach staff works extensively with residents to ensure their interests are represented and their voices heard.*
- Emerging understanding that supporting the needs of manufactured housing communities will require strong and significant collaboration between private property owners, local community and local governments.
 - *In addition to HHS, the city's Planning and Development Services, Code Enforcement, Climate Initiatives, Human Rights, Community Engagement staff, as well as county staff, are working together to identify solutions and convene resources to help these low-income residents remain housed.*
- Restructured available resources for residents based on environmental impacts and funding availability.
 - *The resources to support homeowner repair and provide funding to improve the health and safety of manufactured housing are dependent on multiple grant*

programs which have not enjoyed sustained funding. The city's Climate Initiatives staff are in the process of developing a new fund targeted at healthy and resilient manufactured homes.

- Assessing the costs and impacts of aging manufactured homes.
 - *Issues were discovered with the condition of 34 homes in the Orchard Grove mobile home park that required significant time, investments from the mobile home park owner and outside financial resources to address. During the past two years, 17 of the homes have been brought into compliance and eight have been identified for replacement. The remaining noncompliant homes are being worked on by residents as resources become available.*

Continued work on identified project milestones in process includes:

- Ongoing: collaboration with partners and staff supporting the strategy to produce a comprehensive update and identify the focus for future effort.
- Ongoing: Outreach to Mobile Home Park owners to determine if there is interest to partner on rent reduction.
- Identifying outside resources: Applications were submitted for both federal (the HUD PRICE grant) and state Proposition 123 funding to invest in replacement housing for MH owners who may otherwise lose their homes.

Risk Factors

- Staff has not received a positive response from the private property owners in efforts to engage them in a discussion about potential partnerships to provide reduced rents.
- The aging condition of a significant number of Boulder's mobile homes - and especially the hazards associated with homes that have been modified – has emerged as a critical issue threatening the ability of local homeowners to remain in their homes.
- Acknowledging that in addition to aging housing stock, many manufactured housing communities have deteriorated water system infrastructure, but private park ownership of infrastructure limits options to intercede until system failure, when the issue is then both an emergency and costly.

City Council Process Improvement Working Group

The purpose of the Council Process Improvement Working Group is to convene council members and staff from the City Manager's Office and the City Attorney's Office to review ways for council to work more efficiently, create process predictability, stay more organized, and focus staff and council time on the city's top priorities.

Previous Council Discussion

- On August 15th, 2024, City Council [approved the appointments of Council Members Adams, Marquis, Speer, and Winer to the Process Working Group.](#)

- The Process Working Group members indicated to staff at their first meeting that, in addition to process improvements suggested as part of the April 2024 priority setting retreat, they were interested in asking their colleagues if they had any additional process improvement suggestions. Council members were asked to share process improvement submissions for consideration by the Working Group by October 30th, 2024.

Significant Updates

- The Process Working Group met three times in fall 2024. After compiling a list of 36 process improvements from suggestions both at the April 2024 retreat and those collected by October 30th, 2024, staff sorted and grouped each item by responsible staff teams and relevant council committees. At that point, Working Group members independently prioritized the items, and based on their individual priority rankings, staff proposed a final list of 15 items to present to council for discussion and decision making in calendar year 2025. The Working Group approved the list and has disbanded.
- Finalized list of process improvements for council consideration (in priority order):
 - Note: The items are phrased as problem statements to be addressed by the appropriate staff and council committees. The abbreviation “CM” or “CMs” stands for “council member(s)”

Item
No annual board/performance evaluation for council as a body
Scope and intent of council research requests not always clear / CMs do not always follow nod of 3/nod of 5 procedure
CMs not required to take Right Use of Power training
Declarations during meetings take too long & Declaration procedure not clearly defined or in alignment with council rules
CMs do not consistently follow rules of procedure
No specific hotline submission guidelines & Hotlines sent without adequate time for council and staff review
Mayor Pro Tem election norms and informal criteria not formalized in council procedure
Council committees do not have charters or workplans
Videos and presentations during open comment are logistically difficult and disruptive
Landmark reviews take too much meeting time
Not all CMs participate in council employee performance review questionnaires
No formal guidelines for CAC requests from CMs
Concern about improper use of information gained in official capacity (especially community email addresses)
Public speaking opportunities at city events not equitably available to all CMs & CAC absences & fill-in opportunities not equitably available to all CMs
Variability in CM meeting facilitation skills and comfort

Major Project Milestones

Staff in the City Attorney's Office and City Manager's Office have begun work planning for these items in 2025. The items in the list above will be brought to council committees and full council for consideration throughout 2025.

Risk Factors

- Number of process changes that may require council discussion vs. the amount of time available at upcoming meetings to discuss the proposals.
- For process changes that require a change to council rules of procedure, CAO staff capacity constraints.

Council Pay Increase

This council priority aimed to make serving in elected office more equitable and accessible to more community members with diverse lived and learned experiences. Ballot Question 2C in the November 2024 election asked voters whether, starting on December 1st, 2026, council member pay should be increased to 40% of AMI and pay for the mayor should be increased to 50% of AMI.

Previous Council Discussion

- [Link to memo from September 5th, 2024](#) (pdf pages 119-124) when council voted to refer Ballot Question 2C to voters in the November 2024 election.
- [Link to memo from December 5th, 2024](#) (pdf pages 14-283) when council, acting as the General Canvassing and Election Board for the City of Boulder, certified the November 2024 election results. Attachment C, which contains the official summary of votes, can be found on pages 265-268.

Significant Updates

- Voters passed Ballot Question 2C with a total of 27,668 yes/for votes and 18,752 no/against votes.
- As of the election certification in December 2024, this council priority project is complete, and council/mayoral pay increases will take effect on December 1st, 2026.

CITYWIDE STRATEGIC PLAN

In Q1 2024, the city rolled out its first Citywide Strategic Plan (**Attachment D**) and presented a [Matters from the City Manager item](#) to city council on March 14, 2024. Since the rollout, the city organization has aligned workplans to the strategic plan and advanced all the strategies. In 2025, our focus will be to enhance measurement of plan progress by attaching additional performance

metrics to sustainability, equity, and resilience goals to better measure the outcomes of our strategies.

2024-2026 work plan highlights corresponding with each of the Citywide Strategic Plan strategies are below.

Safe

Strategy #1: Focus community safety efforts on reducing community harm at critical locations known for high incident rates or significant vulnerabilities.

- Primary department collaborators: Police, Utilities, Housing and Human Services, Municipal Court, Fire – Rescue, Transportation and Mobility, Planning and Development Services
 - Advanced efforts through the problem-oriented policing approach called for in the [Reimagine Policing Plan](#) to address hot spots in the city, which included the central park area and north Boulder. Completed focused efforts to address issues on University Hill resulting in removal of its designation as a location of critical concern.
 - Continued [Safe and Managed Public Spaces](#) (SAMPS) activities. In recognition of both the impact on the individuals themselves and on the community, the city continues to prioritize SAMPS work to address illegal encampments across the city. The teams cleaned up over 1,000 encampments in 2024 alone.
 - [High Utilizers Initiative](#). Established the Interagency Taskforce on Boulder’s High Utilizers to better coordinate response and resources for individuals utilizing a disproportionate amount of public resources (e.g. police, medical, etc.). Coordination efforts have directly led to placements into housing, lessening the impact of these individuals on the overall system. High Utilizer Initiative. The HUI will continue fundraising efforts with the goal of expanding the housing and resource capacity to address high utilization individuals.
 - Approval of [Chronic Nuisance Ordinance](#). City Council adopted a new chronic nuisance ordinance in 2024 to address and deter absentee, problem landlords.
 - Review of limited commission staffing. In 2024, the city conducted a review of limited commission staffing activities and resources across the organization (e.g. park rangers, code enforcement, etc.). The workplan in 2025 includes addressing resource gaps in limited commission staffing to bolster enforcement activities in support of key priorities, such as public space and chronic nuisance program management.
 - [Vision Zero Action Plan](#) implementation, to meet the City of Boulder’s goal to eliminate all severe crashes (those that result in a fatality or serious injury).

Strategy #2: Advance efforts to enhance regional disaster prevention, preparedness, and response that leverage existing partnerships and prioritize city investments.

- Primary department collaborators: Fire – Rescue, Communications and Engagement, Climate Initiatives, Planning and Development Services, Facilities and Fleet, Open Space and Mountain Parks, Office of Disaster Management, Innovation and Technology, Finance
 - [Emergency alert](#) enhancements. Concentrated efforts to improve the community alert and warning system were completed, including a new community text alert system. Additionally, mapping evacuation areas on the Office of Disaster Management website is now automated following a notification from a 911 center, greatly accelerating community awareness.
 - Community preparedness efforts with partners included evacuation planning with the Boulder Valley School District.
 - 2024 update to the [Community Wildfire Protection Plan](#) and implementation of the [Wildfire Resilience Assistance Program](#).
 - [Wildland Urban Interface \(WUI\) and International \(I\) Building Code updates](#). Staff will be bringing forward two building code updates that will both promote safety and simplification. The WUI code updates will advance recommendations in the Community Wildfire Protection Plan and the I-code updates will advance general safety across the built environment.

Strategy #3: Fully implement an organization-wide employee workplace safety program.

- Primary department collaborators: Finance, Facilities and Fleet
 - Launch of the citywide safety program completed, including a program framework, charter, and teaming structure. Rolled out citywide training for managers and supervisors, and issued an RFP for facility safety audits.

Healthy and Socially Thriving

Strategy #4: Strengthen equity-focused programs that help meet community members' basic needs, including mental, physical, and behavioral health, financial assistance, and access to services.

- Primary department collaborators: Housing and Human Services, Parks and Recreation, City Manager's Office, Open Space and Mountain Parks
 - Addressing emerging basic needs through [health equity](#) and [human services](#) funding. In 2024, staff utilized existing funding to advance funding for emerging community needs, including rental assistance and emergency sheltering, through the strategic investments available in human services funding.
 - [Child-Friendly City Initiative](#). Staff continues participating in the UNICEF Child Friendly City Initiative (CFCI) to prioritize the needs of children and elevate their

voices in local governance and decision-making. In collaboration with the Youth Opportunity Advisory Board, recommendations will be made in 2025 to allocate approximately \$2 million from the proceed of the Denver Broncos' sale to advance CFCI goals.

- [Primos Park Planning](#). The city has engaged community to rename Primos Park (formerly Violet Park) and plan for future park development. This project is a strong example of cross-departmental collaboration and applying the Racial Equity Instrument to the city's work. The project will ultimately expand access to physical and social gathering space in the North Boulder community.
- [Elevate Boulder](#), the city's guaranteed income pilot project. On December 12, 2024, the city released the [Elevate Boulder Interim Evaluation Report](#). Participants who responded in an 8-month survey and 10-month focus groups reported significant improvements in food security; ability to pay housing and utility expenses; positive mental health; closer relationships with family members and community. This pilot continues through 2025.

Livable

Strategy #5: Support and provide holistic and accessible programs and services to enable diverse individuals and families to live in Boulder.

- Primary department collaborators: Housing and Human Services, Police, Planning and Development Services, Utilities, Climate Initiatives, City Attorney's Office
 - Opening of the [Modular Factory](#). The city completed construction of the Affordable Housing Modular Factory in partnership with BVSD. This project will support the construction of affordable modular housing, beginning with the Ponderosa community.
 - Application and verification process improvements for city programs with income eligibility criteria. This work plan item is exploring ways to simplify the application process for programs that have similar eligibility criteria to streamline the user experience for residents.
 - Bloomberg project on Affordable Housing. The city is engaged through the Bloomberg Philanthropies City Leadership Initiative in an effort to explore innovations in our affordable housing program. The initiative, a partnership between Bloomberg Philanthropies and Harvard University, may help inform the concept of affordability options beyond the current affordable housing program. The research anticipates examining our current inclusionary housing program, zoning regulations, affordable housing financing structure, amongst other elements of affordable housing.
 - [Manufactured Housing Strategy Action Plan Update](#), as discussed above in the Council Priority Projects.

Strategy #6: Define and establish Boulder's 15-minute neighborhood model.

- Primary department collaborators: Planning and Development Services, Community Vitality, Parks and Recreation
 - [East Boulder Subcommunity Plan](#) implementation. Staff is anticipating completion of the East Boulder Form-Based Code project in February 2025. Additional work will include exploration and implementation of public financing tools as called for in the subcommunity plan. This will be included in the scope of work associated with the district analysis project outlined above.
 - [Major Update of the Boulder Valley Comprehensive Plan \(BVCP\)](#). As previously described, the Major Update of the BVCP will advance the 15-min neighborhood model and explore policy priorities in a variety of areas across the Citywide Strategic Plan and SER Framework.
 - [Boulder Junction Phase 2](#) Implementation. Staff in process to advance work in support of the second phase of the Boulder Junction build out including zoning, form-based code, and improvement district expansion.

Accessible and Connected

Strategy #7: Invest in and maintain a transportation system with an array of multi-modal choices to reduce vehicle miles traveled and greenhouse gas emissions.

- Primary department collaborators: Transportation and Mobility, Community Vitality, Planning and Development Services, Open Space and Mountain Parks
 - [Access Management & Parking Strategy \(AMPS\) initiative](#). In early 2025, staff received council feedback on the final initiative to implement the AMPS project, including three main focus areas: off-street parking standards, transportation demand management (TDM) requirements, and on-street parking management strategies. Staff anticipates completing community engagement and bringing an ordinance to council before the end of Q2 to align with HB24-1304.
 - [Core Arterial Network](#). To continue the city's work of reducing the potential for severe crashes and making travel multimodally comfortable and convenient along Boulder's main corridors, Transportation and Mobility staff are working on nearly a dozen active projects including:
 - Preliminary and final design for [Iris Avenue](#) between Broadway and 28th Street.
 - Construction of [Valmont Multi-Use Path](#) from SBC to 61st Street.
 - [North 30th Street Preliminary Design Project](#) between Arapahoe Avenue (CO 7) and Diagonal Highway (CO 119).
 - [Folsom Street Safety Improvements](#) between Pine Street and Colorado Avenue.
 - Trails, Trailheads, and Multi-Use Path enhancements, including:

- [US-36 Multi-Use Path](#) – Using a grant from the Colorado Department of Transportation (CDOT), the path will complete a portion of the final northern segment of the US36/28th Street multi-use path and a segment of the Rocky Mountain Greenway.
- Regional planning for CO-119 multimodal improvements including Bus Rapid Transit, managed lanes & commuter bikeway between Boulder and Longmont.
- [North Sky Trail construction](#). OSMP staff completed construction of the North Sky Trail, north of Boulder and west of U.S. Highway 36, in July of 2024.
- Partnership support of the [Boulder to Erie Regional Trail](#).
- Identifying and improving and multimodal access to key open space locations.

Strategy #8: Improve accessibility to city meetings, information, and programs through equitable engagement.

- Primary department collaborators: City Manager’s Office, Communications and Engagement, Finance, Innovation and Technology, Human Resources, Open Space and Mountain Parks
 - Digital Accessibility Program phase 1 completed - increasing access to digital city services, websites, and applications for people with disabilities, and to comply with new state digital accessibility legislation.
 - Completed replacement of the council chambers AV system, including new simultaneous translation functions, new microphones and speakers, and Screens for displaying content. New broadcast equipment to support zoom meetings and TV broadcast.
 - The language access program made additional operational enhancements, including creating resource guides and began to build out training programs for employees who are using their Spanish language skills at work and for our liaisons in each department.
 - Enhanced the support resources for the [Community Connectors program](#)
 - Implementation of OneMeeting agenda management software. Staff will complete the configuration and implementation of the city’s new agenda management software for council meetings by early Q3 2025. Alongside software implementation, staff are updating the city’s council memo template to standardize project management approaches to the use and integration of the city’s Racial Equity Instrument, analysis of climate and sustainability considerations, and use of fiscal notes in policymaking.

Environmentally Sustainable

Strategy #9: Increase community and ecosystem resilience to the current and future impacts of climate change.

- Primary department collaborators: Climate Initiatives, Planning and Development Services, Utilities, Open Space and Mountain Parks
 - [Climate Action Plan Update](#) – One of council’s 2024-2025 priority projects is updating the city’s Climate Action Plan, described in the priority projects section of this memo above.
 - [Community Heat Strategy](#). The city is working to map how heat and shade are distributed across Boulder. This information will help shape how the city and its partners work to cool areas most impacted by extreme heat.
 - [Water Conservation](#) programs, including support of waterwise landscaping, irrigation consultations and lawn removal services in partnership with Resource Central, and community outreach and education.
 - Review and update of the city’s water policies as part of the scope of the Boulder Valley Comprehensive Plan update.

Strategy #10: Continue advancement toward the city’s goal of an eighty percent reduction in emissions and the community’s goal of a seventy percent reduction by 2030.

- Note: Staff intends to update the language of this strategy to better clarify and align city and community goals.
- Primary department collaborators: Climate Initiatives, Transportation and Mobility, Facilities and Fleet, Utilities, Open Space and Mountain Parks
 - [Xcel Energy Partnership](#) aimed to expand access to clean, renewable power and build a safer, more reliable and resilient energy system.
 - [Streetlight Acquisition and LED Conversion](#) to save costs, update technology, improve reliability and safety, and reduce carbon emissions.
 - Enhance resilience of Chautauqua through undergrounding utility infrastructure and readying electric infrastructure for future transition of buildings off of natural gas.
 - City facilities enhancements including responsible deconstruction and replacement of failing buildings, energy retrofits, and fleet electrification.

Strategy #11: Prioritize sustainability values through new and existing policies.

- Primary department collaborators: Finance, Climate Initiatives, City Manager’s Office, Planning and Development Services
 - Socially Responsible Procurement Policy development to incorporate both environmental and underserved business concepts to support the purchase of sustainably sourced materials and products and increase opportunities for underserved communities to do business with the city.

- [Embodied Carbon Options & Policy Development](#). In the summer of 2024, council approved the city’s updated Energy Conservation Code with new incentives for reducing embodied carbon emissions.

Responsibly Governed

Strategy #12: Implement organizational and financial best practices to continuously improve asset management, customer experience, and project and program performance.

- Primary department collaborators: City Manager’s Office, Communications and Engagement, Transportation and Mobility, Facilities and Fleet, Community Vitality, Innovation and Technology, Parks and Recreation, Utilities, Finance
 - Implemented a new financial enterprise resource management system, greatly improving and creating efficiencies in the city’s reporting and business process related to financial management.
 - Launched a citywide asset management strategy, due for completion in mid-2025. This citywide strategy will ensure consistent asset management approaches across the organization. Following the strategy, each department that manages city assets will complete an asset management plan.
 - Created a citywide Center of Excellence for Project Management, with a centralized staff member to support the enhancement of project management skills across the city.
 - Broke ground on the city’s new customer service hub at the [Western City Campus at Alpine Balsam](#), to be completed in 2027. Completed additional organizational research on customer service. In 2025, the city will launch a multi-year effort to prepare for the transition to the new hub, which will include process improvements and customer service enhancements and related technological improvements.

Strategy #13: Improve retention by investing in employee growth, leadership development, and empowerment.

- Primary department collaborators: Human Resources, Communications and Engagement, City Manager’s Office
 - Planned and implemented annual two-day citywide leadership summit for directors and managers in 2024.
 - Launched an employee affinity groups program to support belonging and retention.
 - 2025 will include the expansion of leadership development and other training programs.

Economically Vital

Strategy #14: Enhance collaborative efforts to support an inclusive, healthy, sustainable, and resilient local economy that builds on core economic strengths, promotes economic mobility, and aligns with community values and priorities.

- Primary department collaborators: Housing and Human Services, City Manager’s Office, Transportation and Mobility, Community Vitality
 - Update to the [Economic Vitality](#) Strategy (EVS). Council will review a final version of the update to the Economic Vitality Strategy in April. Recommendations will help guide broader economic development activities over the next several years, including in development financing tools, small business support, and addressing commercial vacancies. This will include lessons gleaned from recent discussions with the commercial property brokers, such as improving city communications about recent code process improvements, continued permitting streamlining efforts, and opportunities to support marketing efforts.
 - [Affordable Commercial Grant Pilot Program](#). Utilizing a combination of general improvement district and ARPA funds, the city issued \$840,000 in grants to support long-term affordability for small businesses. Project awards include KGNU, Top Hat Supply for Journeys, and The New Local. Staff will review this pilot as a potential model to help support broader commercial vacancy efforts.
 - Small Business Development Center. The city successfully transitioned the [Boulder County Small Business Development Center](#) (SBDC) into the city organization. This will allow for enhanced partnership in support of our local small businesses.
 - Small business outreach and communications. Staff is preparing efforts to bolster our small business outreach and communications to ensure that all businesses have access to existing resources. As a part of the EVS update, staff will also explore ways to increase direct support to small businesses.

Strategy #15: Streamline processes for housing, parking, infrastructure, land use, and events that tie directly to priority community outcomes.

- Primary department collaborators: Planning and Development Services, Community Vitality, Parks and Recreation, Open Space and Mountain Parks, City Manager’s Office
 - Family-Friendly Vibrant Neighborhoods Implementation. In 2025, council adopted code changes that will help streamline processes for most allowed uses within certain zoning districts.
 - Thresholds for Mandatory Planning Board Hearings. In 2024, council adopted code changes that reduced the types of land use cases that required Planning Board hearing, allowing for administrative review in many cases. This will greatly reduce the potential timeline for many development projects.

- Historic Preservation Code Changes. In 2024, council adopted code changes to simplify and streamline many aspects of the Historic Preservation code to decrease the overall timeline without compromising goals of the program.
- Special Events ([Boulder Social Streets](#)) process improvement and implementation. Work is underway to improve and streamline processes for special events, with a focus on events in streets. This is a continuation of work to advance council feedback associated with the Boulder Social Streets program.
- Mobile Vending Cart Program improvements. The 2025 workplan includes a review of the Mobile Vending Cart Program to streamline processes, expand opportunities, and simplify requirements.
- Supporting development projects that meet key goals through internal process improvement and outreach. Staff is working on internal process improvement and simplification to better support development projects that align with key city goals. This will include efforts to improve internal communication and partnership with the development community.

ATTACHMENTS

A – Midterm Check-in Agenda

B – Schedule of Council Priority Projects at Upcoming City Council Meetings

C – Priority Projects Update Summary: PowerPoint Slides

D – Citywide Strategic Plan

Council Midterm Check-in Agenda

Hosted at the Penfield Tate II Municipal Building in Council Chambers – the public can view the meeting in-person or virtually (though there will be no public comment).

February 27th, 2025, from 4:30 pm – 9:30 pm

- | | |
|----------------|---|
| 4:30 – 5:00 PM | Welcome and Opening Exercise |
| 5:00 – 6:00 PM | Begin Council Priority Projects Update |
| 6:00 – 6:30 PM | Dinner Break |
| 6:30 – 7:30 PM | Finish Council Priority Projects Update |
| 7:30 – 7:45 PM | Break |
| 7:45 – 9:15 PM | Citywide Strategic Plan Updates |
| 9:15 – 9:30 PM | Overview of upcoming years' retreat schedule & completion of 2025 Midterm Check-in feedback questionnaire |
| 9:30 PM | Adjourn |

Upcoming Priority Project Checkpoints with Council**

Date	Project	Meeting Type
March 13 th , 2025	Council Process Improvement Working Group	Study Session
April 3 rd , 2025	Citywide Long-Term Financial Strategy	Regular Meeting
April 10 th , 2025	Core Arterial Network Initiative Update (carryover priority)	Study Session
April 24 th , 2025	Economic Development Plan & Program Enhancements	Study Session
April 24 th , 2025	Commercial Area Connections & Quality of Life Improvements	Study Session
May 8 th , 2025	Citywide Long-Term Financial Strategy	Study Session
May 22 nd , 2025	Manufactured/Mobile Home Community Support	Study Session
May 22 nd , 2025	BVCP Update	Joint Study Session (City Council & Planning Board)
August 14 th , 2025	BVCP Update	Study Session
October 9 th , 2025	Wildfire Hardening and Waterwise Landscaping	Regular Meeting
November 13 th , 2025	BVCP Update	Joint Study Session (City Council & Planning Board)

***As of 2/13/2025. This schedule is subject to change.*



Council Priority Projects Update

02/27/2025 – City Council Midterm Check-in

City of Boulder

1

2025 Major Update of the Boulder Valley Comprehensive Plan

What has been accomplished so far?

Project Launch (Completed)

- Aug 22, 2024: Joint CC & PB Study Session
- Sep 7, 2024: What's Up Boulder table
- Early Oct 2024: Project Website Launch
- Oct 19, 2024: Community Kick-off Event
- Oct 21-Nov 15, 2024: Online Kick-off Feedback Form
- Dec 6, 2024: Consultation with Community Connectors-in-Residence

Phase 1: A Boulder Today – Existing Conditions & Shared Learning (Completed)

- Jan 27, 2025: Community Kick-off Event & Online Questionnaire Engagement Summary Posted Online
- Jan 29, 2025: Existing Conditions Analysis Posted Online
- Feb 5, 2025: Joint 4-Body Working Session

Phase 2: A Boulder Tomorrow – Vision & Focus Areas (Jan-May 2025)

- Jan 11, 25 & Feb 8, 2025: 3 Engagement Events with MOTUS Theater
- Late Jan-Feb 2025: Pop-Up Series
- Jan 24-Feb 14, 2025: Online Feedback Form
- Feb 21: Consultation with Community Connectors-in-Residence
- Feb 22: First of two Once & Future Green events

What's Next & Anticipated Risks

Upcoming Milestones

- Mar 2025: Draft Community Vision, Goals & Focus Areas
- Mar 20, 2025: IP memo – Focus Areas and Engagement Summary
- Apr 12, 2025: Big Ideas Community Workshop
- May 3, 2025: First Community Assembly Meeting
- May 22, 2025: CC & PB Joint Study Session – Draft Policy Framework

Risks

- Tight timeline and staffing considerations
- Possible scope additions
- Potential misalignment between Planning Board and City Council and/or city and county approval bodies on final draft update during public hearing and adoption process.

Council Role

- Throughout each project phase, staff will ask Council for feedback on previous work and direction for the next phase.
- Council will vote to adopt revised Comprehensive Plan at the end of the project, along with Planning Board, Boulder County Planning Commission and Board of County Commissioners.

Citywide Long-Term Financial Strategy

What has been accomplished so far?

Project Scope & Launch

- LTFS Guiding Principles Established
- Four Primary Workstreams Refined
- Financial Strategy Committee Meetings
- Policy Guidance Developed

Phase I (Q3 2024 – Q1 2025)

- *Current State Analysis*
 1. Long-Term Financial Plan – Financial Policies
 2. Multi-Year Ballot Measure Strategy – Taxes
 3. Alternative Funding Mechanisms – Fees
 4. Core Service Levels – Definitions and Program Alignment to Hierarchy
- *Communications & Engagement Plan Developed*
 - 2025: Polling Survey, Uplifting Existing Engagement Input
 - 2026: Comprehensive Engagement and Communications Strategy

Phase II (Q1 2025-Q2 2026)

- *Prioritized Opportunities, Additional Research, Engagement*
 - Long-Term Financial Plan – Governance Framework
 - Multi-Year Ballot Measure Strategy – 2026 Potential Measures
 - Alternative Funding Mechanisms & Core Services Levels – Benchmarking and Analysis
 - Community Engagement

What's Next & Anticipated Risks

Upcoming Milestones

- April 3rd City Council Meeting
 - LTFS Staff Update and Council Input
- May 8th City Council Meeting
 - Ballot Measures, Financial Forecast
- July 24th City Council Meeting
 - City Council certification of ballot measures

Risks

- Timeline and potential scope changes
- Multi-Year Ballot Measure Strategy implementation
- Community alignment with LTFS Guiding Principles
 - Flexibility and diversity of funding
 - Stability and predictability of core services
- Short-term economic and/or other external factors implicating city finances and financial planning

Council Role

- Input on LTFS Project Plan – Staff updates to FSC, Council
- Provide direction and policy guidance to staff
- Vote on potential tax ballot measures – 2025 and 2026
- Community conversations and engagement

Homelessness Programs and Innovations

What has been accomplished so far?

High Utilizer Effort

- Scaled the program proposal to achieve impact despite limited funding.
- Contracted with a consultant to develop and implement a comprehensive funding strategy.

HSBC System Evaluation

- HSBC contracted with Public Policy Associates to conduct an evaluation of the homelessness response system,
- Final evaluation report completed in January 2025.

Homelessness Strategy Update

- City engaged Clutch Consulting to lead the update of the city's 2017 Homeless Strategy.

What's Next & Anticipated Risks

• Upcoming Milestones

- **Homelessness Strategy Update:** The process, led by Clutch Consulting, will continue through summer 2025 and include system modeling, stakeholder engagement, and implementation planning.

• Risks

- **High Utilizer Effort:** Limited resources pose a risk to the successful implementation and scalability of the program, potentially impacting its ability to achieve intended outcomes.

• Council role

- Provide overarching direction and sets priorities to ensure these efforts align with the community's goals.

Economic Development Plan & Program Enhancements

What has been accomplished so far?

- Current conditions analysis
- Stakeholder input on updated Economic Vitality Strategy
- Community & Council Forum
- Business Survey
- Affordable Commercial Pilot Expansion
- Expanded Boulder SBDC Support
- Messaging to increase awareness of business resources
- Commercial vacancy discussions

What's Next & Anticipated Risks

- **Upcoming Milestones**
 - Additional stakeholder engagement
 - Develop strategies and actions
- **Council Role**
 - City Council check-in on April 24 meeting for feedback on draft Economic Vitality Strategy

Climate Action Plan Update

What has been accomplished so far?

- Reviewed and refined departmental strategic planning (goals, strategies, KPIs, targets)
- Initiated GHG forecasting and completed selection of historic, current, and projected climate risk data
- Initiated cross-departmental mapping of city climate resilience/adaptation efforts
- Developed draft communications and engagement plan
- Dec 19th: Presentation to Council
- Finalized CAP outline and identified supplemental communications materials (factsheets, website, action toolkit, etc.)
- Initiated drafting of content

What's Next & Anticipated Risks

• **Upcoming Milestones**

- Finalize CAP content and created designed CAP and supplemental communications materials
- Launch updated CAP and execute communications and engagement plan

• **Risks**

- Managing the scope and focus

• **Council Role**

- Adopt new goals related to climate resilience and equity
- Champion the CAP within the community/with partners

Commercial Area Connections & Quality of Life

What has been accomplished so far?

- Temporary Wayfinding signs from downtown to The Hill have been installed.
- Activations in the GIDs were successful, including the popular collaboration with Roots Music Project on The Hill and Boulder Junction featuring on-street concerts by local musicians.
- Concrete repair in the Central Area General Improvement District (CAGID) have begun, starting with the garage at 1100 Spruce.
- Research and engagement phases of the Improvement Districts Analysis and Street Events Study (Boulder Social Streets) have begun.
- Scoping of the Hill Streetscapes capital improvement project has begun.

What's Next & Anticipated Risks

• Upcoming Milestones

- New paint-the-pavement murals will be installed on University Hill and downtown in the second and third quarters of this year.
- The last few installations of signs and wayfinding icons at Boulder Junction will be installed this spring.

• Council Role

- Check-in with Council at the April 24, 2025, meeting regarding the Improvement Districts Analysis.

Wildfire Hardening Policies & Regulation and Waterwise Landscaping Policies & Regulation

What has been accomplished so far?

- Project scoping and multi-departmental coordination
- Waterwise landscaping best practice research and recommendations completed
- Compilation of existing citywide wildfire hardening and related issue policies and programs
- December 12, 2024: City Council Study Session
- December 19, 2024: Planning Board
- January 27, 2025: Water Resources Advisory Board (Waterwise Landscaping)
- Options development

What's Next & Anticipated Risks

• **Upcoming Milestones**

- Analyzing budget and staff resourcing needs for recommended options
- Reviewing potential changes to Wildland Urban Interface (WUI) area mapping
- Public engagement and adoption of 2024 International WUI Code
- Landscaping and land use code updates - Early fall

• **Risks**

- Scope increase
- New considerations may be identified through additional analysis, coordination with the state wildfire resiliency code, and dialogue with the community that may challenge the timeline

• **Council Role**

- Seeking council decision on WUI code adoption and landscaping updates to land use code

Family-Friendly Vibrant Neighborhoods

What has been accomplished so far?

- April 25, 2024: **Study session** to discuss the project purpose, goals and objectives, and scope
- Spring/Summer 2024: **Community outreach**, including meetings with interested groups, presentations to affordable housing residents, Be Heard Boulder questionnaire, online and newsletter updates etc.
- Sept. 2024: Presentations and requests for feedback from Planning Board and Housing Advisory Board (HAB)
- Oct. 17, 2024: **City Council check-in** to update and receive feedback from council before preparing a draft ordinance
- Nov. 19 & 20, 2024: Planning Board and HAB recommendations for approval of Ordinance 8666
- Dec. 19, 2024: **City Council public hearing**; Council voted 6-3 to amend and adopt the ordinance (at a later 3rd reading date)
- Feb. 6, 2025: **City Council 3rd reading** to adopt Ordinance 8666 with one amendment

What's Next & Anticipated Risks

- March 8, 2025: **Project Completion** - If not challenged by a citizen petition within 30 days of the adoption of the ordinance, Ordinance 8666 would go into effect on March 8, 2025
- 2025-2026: Additional ways of encouraging the construction of “missing middle” housing being explored in the **2025 Boulder Valley Comprehensive Plan (BVCP) update**

Manufactured/Mobile Home Community Support

What has been accomplished so far?

- Set up web page to detail city support:
 - <https://bouldercolorado.gov/news/preserving-affordable-housing-how-boulder-supports-manufactured-home-communities>
- Established regular meetings with Coalition of Manufactured Housing Owners in Boulder (C-MOB)
- Restructured available resources for residents based on environmental impacts and funding availability
- Collaborating with multiple departments and the County to repair and address non-compliant homes in Orchard Grove
- Outreach to MH property owners to determine interest in a partnership to reduce lot rents

What's Next & Anticipated Risks

• **Upcoming Milestones**

- February: Meetings with manufactured housing park owners
- March: Meeting with C-MOB
- Continue information and input to evolve existing strategy

• **Risks**

- Potential lack of interest from Park owners to partner with the city
- Funding required to address issues with deteriorated MH and provide stable housing

• **Council Role**

- Direction on the desired outcomes for MH Strategy for May 22 Study Session
- Identify additional resources to support strong collaboration

City Council Process Working Group

What has been accomplished so far?

- Approved the appointments of Council Members Adams, Marquis, Speer, and Winer to the Process Working Group on August 15, 2024.
- Council Members were asked to share process improvement suggestions with the Working Group by October 30, 2024.
- The Working Group has met three times and has decided upon a final list of 15 items/areas for process improvement (refer to staff memo for the full list).

What's Next & Anticipated Risks

• **Upcoming Milestones**

- Staff will be assigning process improvement items to staff teams and council committees to assess and propose recommendations starting in early March 2025.

• **Risks**

- Number of process changes that may require council discussion vs. the amount of time available at upcoming meetings to discuss the proposals.
- For process changes that require a change to council rules of procedure, CAO staff capacity constraints.

• **Council Role**

- Staff will bring process and procedure changes requiring a vote of Council members to business meetings throughout 2025.

Council Pay Increase

What has been accomplished so far?

- Council voted to refer Ballot Question 2C on September 5, 2024, and voters passed the measure in the November 5, 2024, election.
- Voters approved Ballot Question 2C.
- Council Members certified the municipal election results for Ballot Question 2C on December 5, 2024.

What's Next & Anticipated Risks

- N/A, item complete as of December 5, 2024.



City of Boulder

Citywide Strategic Plan | 2024-2026



Safe

A welcoming and inclusive community that fosters positive neighborhood and community relations and ensures that all residents are secure and cared for during emergencies and natural disasters. Public infrastructure is well-maintained and reliable, and natural resources like water, air, and land are protected.

Strategy 1. Focus community safety efforts on reducing community harm at critical locations known for high incident rates or significant vulnerabilities.

- a. PRIORITY ACTION: Coordinate crime prevention and enforcement efforts in known high-crime areas utilizing the problem-solving policing model outlined in the Reimagining Policing Plan.
- b. PRIORITY ACTION: Continue to work with community partners to address underlying social determinants of health, including mental health, substance abuse, and other prioritized factors.
- c. PRIORITY ACTION: Prioritize transportation improvements that work to eliminate incidence of fatal and serious injury traffic crashes to achieve our community's Vision Zero commitment.
- d. PRIORITY ACTION: Ensure and improve preventative safety (e.g., fire protection, hazardous materials handling, etc.) in housing through partnerships and coordination with key stakeholders (HHS, P&DS, Fire, Police, etc.).

Strategy 2. Advance efforts to enhance regional disaster prevention, preparedness, and response that leverage existing partnerships and prioritize city investments.

- a. PRIORITY ACTION: Expand efforts in preparedness and resilience strategies, including the completion, socialization, and implementation of the Community Wildfire Protection Plan for all community members.
- b. PRIORITY ACTION: Update the city's disaster recovery plan with learnings from recent disasters.
- c. PRIORITY ACTION: Implement a city wildfire mitigation grant program for homes using the expanded climate tax dollars dedicated to wildfire resilience.

Strategy 3. Fully implement an organization-wide employee workplace safety program.

- a. PRIORITY ACTION: Identify and integrate employee workplace safety improvements, including infrastructure, training, identification of staff responsibilities and roles, and mental health and well-being initiatives across the entire organization in partnership with existing safety teams.



Healthy and socially thriving

All Boulder residents are able to meet their critical needs, enjoy high levels of social, physical, and mental well-being, and have access to abundant recreational, cultural and educational opportunities in an environment that respects and celebrates human rights.

Strategy 4. Strengthen equity-focused programs that help meet community members' basic needs, including mental, physical, and behavioral health, financial assistance, and access to services.

- a. PRIORITY ACTION: Review and improve application and verification processes for programs benefiting low-income community members, for a more dignified and efficient community member experience.
- b. PRIORITY ACTION: Sustain or increase service capacity among community-based programs and activities that promote health equity and wellbeing, such as food security and nutrition, behavioral health, child development and the ability to age in place.
- c. PRIORITY ACTION: Improve meaningful engagement with indigenous communities, including Tribal Nation partners to acknowledge a history of colonization and policy violations and provide enhanced connections to lands in Boulder.
- d. PRIORITY ACTION: Map, coordinate, and invest in equitable, inclusive, and community-based youth activities and services that promote health, well-being, and connection to services.



Livable

High-performing, safe, and well-maintained buildings and infrastructure that accommodate a diverse set of community needs for working, learning, playing, and living.

Strategy 5. Support and provide holistic and accessible programs and services to enable diverse individuals and families to live in Boulder.

- a. PRIORITY ACTION: Increase successful transition from homelessness to housing by identifying and broadening supportive housing opportunities and by expanding access to essential health and system navigation services.
- b. PRIORITY ACTION: Deepen collaborative strategies and services for legal and financial support to prevent evictions and to keep Boulder community members housed.
- c. PRIORITY ACTION: Collaboratively implement and fund local and regional strategies to increase affordable housing stock and other potential innovative strategies that could provide increased housing options for our unsheltered community.

Strategy 6. Define and establish Boulder’s 15-minute neighborhood model.

- a. PRIORITY ACTION: Define set of essential economic realities and ideal conditions, as well as zoning changes needed for success of 15-minute communities in Boulder.
- b. PRIORITY ACTION: Activate spaces, including city rights-of-way, for community, neighborhood, recreation and central gathering use through short-term programming and long-term land use changes.
- c. PRIORITY ACTION: Identify and prioritize key connections and relationships of commercial areas, cultural amenities, parks, trails, and open space areas as a part of the 15-minute neighborhood model.



Accessible and connected

A safe, accessible, and sustainable multimodal transportation system that connects people with each other and where they want to go. Open access to information is provided both physically and digitally to foster connectivity and promote community engagement.

Strategy 7. Invest in and maintain a transportation system with an array of multi-modal choices to reduce vehicle miles traveled and greenhouse gas emissions.

- a. PRIORITY ACTION: Implement programs and services that enhance equitable mobility.
- b. PRIORITY ACTION: Strengthen regional transportation collaboration with strategic partners (e.g. RTD, CDOT, Boulder County) to accelerate the reduction of single occupancy vehicle trips and connect people to opportunity.
- c. PRIORITY ACTION: Identify and implement key trail connections and access improvements to open space areas throughout the city that encourage multi-modal options for access.

Strategy 8. Improve accessibility to city meetings, information, and programs through equitable engagement.

- a. PRIORITY ACTION: Fully integrate the use of the Racial Equity Instrument (REI) in city project management and policy decision making.
- b. PRIORITY ACTION: Provide individuals with limited or no English proficiency with meaningful access to information, services, programs, activities, and decision-making processes.
- c. PRIORITY ACTION: Ensure full compliance with state requirements on digital accessibility including revising critical internal and external digital content to meet WCAG 2.2 accessibility guidelines and development of continuous training for staff.

- d. PRIORITY ACTION: Expand and provide appropriate resources for the Community Connectors program.
- e. PRIORITY ACTION: Implement recommendations related to city boards and commissions management practices including recruitment of board members, accessibility of meetings, and engagement practices.



Environmentally sustainable

A sustainable, thriving, and equitable community that benefits from and supports clean energy; preserves and responsibly uses the earth's resources; and cares for ecosystems.

Strategy 9. Increase community and ecosystem resilience to the current and future impacts of climate change.

- a. PRIORITY ACTION: Relaunch our adaptable, long-term, and holistic resilience strategy—that encompasses economic, environmental, community, and infrastructure components to complement implementation of resource and ecosystem management plans.
- b. PRIORITY ACTION: Develop and implement a city-wide extreme heat management strategy.
- c. PRIORITY ACTION: Design and launch tools that align the city's climate actions with community members most impacted from climate-related risks.

Strategy 10. Continue advancement toward the city's goal of an eighty percent reduction in emissions and the community's goal of a seventy percent reduction by 2030.

- a. PRIORITY ACTION: Expand efforts that eliminate carbon from ("decarbonize") the built environment, vehicles, and operations and replace fossil fuel-based energy systems
- b. PRIORITY ACTION: Prioritize climate-related elements in city-owned facilities and operationalize key climate-related elements of the Facilities Master Plan.
- c. PRIORITY ACTION: Implement a city fleet electrification strategy and related community accessible electric charging infrastructure.

Strategy 11. Prioritize sustainability values through new and existing policies.

- a. PRIORITY ACTION: Revise the City's purchasing policies to reflect our priorities for underserved businesses and sustainably sourced materials and products.
- b. PRIORITY ACTION: Update the Boulder Valley Comprehensive Plan and other city planning documents to minimize environmental impacts, support biodiversity conservation, reduce emissions and increase community resilience.
- c. PRIORITY ACTION: Develop policies that reduce the embodied carbon in the built environment through the use of low-carbon alternatives and adaptive reuse.



Responsibly governed

A local government that provides an excellent customer experience, responsibly manages the city's assets, and makes data-driven decisions informed by community engagement inclusive of those who have been historically excluded from government programs and services. The city organization exemplifies an employer of choice with policies and programs to support employee inclusion and well-being.

Strategy 12. Implement organizational and financial best practices to continuously improve asset management, customer experience, and project and program performance.

- a. PRIORITY ACTION: Operationalize the citywide customer experience principles, including through the implementation of the “one-stop shop” center for the Western City Campus.
- b. PRIORITY ACTION: Establish a citywide project management office to help support, coordinate, and lead effective project management.
- c. PRIORITY ACTION: Prioritize and deploy a citywide asset management system that informs the annual capital improvement program.
- d. PRIORITY ACTION: Analyze core service levels, performance, and determine service level targets.
- e. PRIORITY ACTION: Develop a long-term financial strategy that guides responsible fiscal decision-making and complements the full implementation of outcome-based budgeting.

Strategy 13. Improve retention by investing in employee growth, leadership development, and empowerment.

- a. PRIORITY ACTION: Catalog job description/employment requirements and competencies and ensure the regular review of compensations and related rewards structures.
- b. PRIORITY ACTION: Develop a communications strategy and platform that reaches all employees in the organization.
- c. PRIORITY ACTION: Provide expanded training for supervisors, including on how to provide quality feedback and set measurable goals for their teams.
- d. PRIORITY ACTION: Provide training and reinforcement related to the organizational leadership philosophy and values and emphasize employee recognition efforts.
- e. PRIORITY ACTION: Deploy effective succession planning to ensure continuity of institutional knowledge and the effective delivery of services and programs within the city and for stakeholders while providing for clear career paths for employees.



Economically vital

A healthy, accessible, resilient, and sustainable economy based on innovation, diversity, and collaboration that benefits all residents, businesses, and visitors.

Strategy 14. Enhance collaborative efforts to support an inclusive, healthy, sustainable, and resilient local economy that builds on core economic strengths, promotes economic mobility, and aligns with community values and priorities.

- a. PRIORITY ACTION: Explore policy and funding options that could enable continuation of direct cash assistance projects.
- b. PRIORITY ACTION: Explore increasing the minimum wage for people who work in Boulder, as part of a collaborative regional initiative.
- c. PRIORITY ACTION: Update the Economic Sustainability Strategy to reflect changes in local economy and business climate and align with other city strategies and plans.
- d. PRIORITY ACTION: Develop and implement a plan to increase awareness, availability, and accessibility of business resources and support offered by city and community partners.
- e. PRIORITY ACTION: Enhance efforts to promote Boulder as an ideal location to work and to start or grow a business through coordinated messaging and materials.
- f. PRIORITY ACTION: Update and implement the Citywide Retail Strategy to reflect emerging trends, meet community needs and leverage market potential to increase sales tax revenue.

Strategy 15. Streamline processes for housing, parking, infrastructure, land use, and events that tie directly to priority community outcomes.

- a. PRIORITY ACTION: Identify and implement ways to reduce bureaucracy, improve efficiency, and facilitate quicker approvals for initiatives that align with and enhance the City's priorities related to sustainability, safety, economic vitality, and community well-being.
- b. PRIORITY ACTION: Develop a community engagement approach (inform and outreach focused) that provides clear communication about how the streamlined permitting process benefits all City stakeholders.
- c. PRIORITY ACTION: Develop ways to make it easier for individuals and businesses to understand and navigate city processes.