AUG 21, 2019
5-8 PM
CANYON THEATER
BOULDER PUBLIC LIBRARY

IS BOULDER LIVING UP TO ITS VALUES?
A Solution-Driven Discussion on
Smart Growth, Affordable Housing,
and Measuring Up To Our Community's Values
Thank you to our event sponsors!

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- City of Boulder
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- Goose Creek Community Land Trust

Community Partners:
- Envision Colorado
- Southwestern Energy Efficiency Project (SWEEP)
Introducing Our Speakers

Chris Meschuk, Assistant City Manager & Interim Planning Director, City of Boulder

John Tayer, President and CEO, Boulder Chamber

Danica Powell, Founder and Owner, Trestle Strategy Group

Jarvie Worcester, Managing Director, Trammell Crow Residential

Laura Sheinbaum, Director of Real Estate Development, Boulder Housing Partners

Jeff Hohensee, Advisory board member, PLAN-Boulder County

Masyn Moyer, Housing Advisory Board member, City of Boulder

Darvin Ayre, Strategy & Public Engagement Consultant, Trestle Strategy Group (Moderator)
Chris Meschuk
Assistant City Manager &
Interim Planning Director,
City of Boulder
OUR LEGACY. 
OUR FUTURE.

BOULDER VALLEY COMPREHENSIVE PLAN

ARE WE LIVING UP TO OUR VALUES?
VISION

The Boulder Valley community honors its history and legacy of planning for a livable community surrounded by open space and rural lands while striving together to create and preserve a truly special place that is sustainable, resilient, equitable and inclusive – now and for future generations.

CORE VALUES

Many of the key policies in the Boulder Valley Comprehensive Plan stem from long-standing community values and represent a clear vision of our community and our commitment to:

• **Sustainability** as a unifying framework to meet environmental, economic and social goals;
• A welcoming, inclusive and diverse community;
• Culture of creativity and innovation;
• Strong city and county cooperation;
• Our unique community identity and sense of place;
• Compact, contiguous development and infill that supports evolution to a more sustainable urban form;
• Open space preservation;
• Great neighborhoods and public spaces;
• Environmental stewardship and climate action;
• A vibrant economy based on Boulder’s quality of life and economic strengths;
• A diversity of housing types and price ranges;
• An all-mode transportation system to make getting around without a car easy and accessible to everyone; and
• Physical health, safety and well-being.
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Sustainable Urban Form Definition

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

Compact, Connected, Coherent and Complete

A compact development pattern with dense locations guided by a strong network of streets and pedestrian pathways and Land Use Plan to create a variety of housing types, walk-able commercial opportunities and high frequency, public transit

A coherent and recognizable structure of paths, edges, landmarks, nodes and centers

An integrated multimodal transportation system with affordable, accessible and pleasant ways to get around on foot, bike and by local and regional transit service

Opportunities for people to connect to nature and each other

Daily needs and within easy walks from home, work, school, services or recreation without driving a car

A quality of life that attracts, sustains and retains diverse businesses, creative entrepreneurs and investment in the local economy

Green, Attractive and Distinct

Comfortable, safe and attractive places to live, work, learn and recreate that have a distinct, memorable character and high-quality design and that promote healthy, active living

Human-scaled buildings and spaces and street-level design oriented toward the pedestrian

A public realm that is beautiful, inviting and enriched with art, trees and landscaping

Buildings, streets, sidewalks and other infrastructure that protect natural systems, minimize environmental impacts, and support clean energy generation

Preservation of agriculturally significant lands, environmentally sensitive areas and historic resources that are integrated into the urban fabric

Diverse and Inclusive

Buildings that express design excellence in form and visual character for places of employment, educational and cultural institutions, and other uses to meet the needs of a diverse population

Spaces for interaction among people of all ages, walks of life, abilities and backgrounds
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A welcoming, **inclusive and diverse** community;

**BVCP Policies**

- Human Services
- Social Equity
- Safety & Community Health
- Community Infrastructure & Facilities.
BVCP Policies

- Support Community Housing Needs
- Preserve & Enhance Housing Choices
- Integrate Growth & Community Housing Goals
John Tayer

President and CEO,
Boulder Chamber
Are We Living Up To Our Values?

The Rorschach Test

August 21, 2019
What Do We Know

“Different kinds of personalities were seeing things differently”
What Do We Know

There are lies, damn lies and statistics.

Mark Twain
Housing Affordability and Diversity

Average Number Added Per Year: 115
Welcoming and Inclusive

Community Perception Assessment: “Affordability is a big concern. Lack of affordable housing and access to basic living supplies is generating a more homogenous, wealthy community.”
## Balance of Jobs and Housing

### Table 1: Boulder Growth Projections

<table>
<thead>
<tr>
<th></th>
<th>Existing</th>
<th>Additional to 2040</th>
<th>2040 Total</th>
<th>Additional to Zoning Capacity</th>
<th>Zoning Capacity Total</th>
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<tr>
<td><strong>Dwelling Units</strong></td>
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<tr>
<td>City Limits (Area I and III Annexed)</td>
<td>45,740</td>
<td>6,260</td>
<td>52,000</td>
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<td>52,000</td>
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<tr>
<td>Area II</td>
<td>5,710</td>
<td>490</td>
<td>6,200</td>
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<td>6,200</td>
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<td><strong>Total Service Area</strong></td>
<td>51,450</td>
<td>6,750</td>
<td>58,200</td>
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<td>58,200</td>
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<tr>
<td><strong>Population (including group quarters)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>City Limits (Area I and III Annexed)</td>
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<td>18,190</td>
<td>123,000</td>
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<td>Area II</td>
<td>12,030</td>
<td>1,070</td>
<td>13,100</td>
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<td>13,100</td>
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<tr>
<td><strong>Total Service Area</strong></td>
<td>116,840</td>
<td>19,260</td>
<td>136,100</td>
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<td>136,100</td>
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<td><strong>Employment</strong></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>City Limits (Area I and III Annexed)</td>
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<td>18,490</td>
<td>117,000</td>
<td>151,200</td>
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<td>Area II</td>
<td>2,920</td>
<td>580</td>
<td>3,500</td>
<td>5,300</td>
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<tr>
<td><strong>Total Service Area</strong></td>
<td>101,430</td>
<td>19,070</td>
<td>120,500</td>
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<td>156,500</td>
</tr>
</tbody>
</table>

See Rorschach and Housing Numbers
Some parts of town have better access to goods and services within walking distance than others.
“Increasing the number of housing units in Boulder’s most populous neighborhoods in North Boulder, South Boulder, Southeast Boulder, and Gunbarrel by 15 to 30 percent could achieve 7 dwelling units per acre and enable a large community-wide modal shift away from car-travel and toward clean and efficient transportation alternatives.”
Small Local Businesses and Diverse Economic Base

“I think that would be OK.”

“There is ‘fatigue’ among community members when it comes to tourists.”
What Would Hermann Rorschach Say?

Take another look . . .
Danica Powell

Founder and Owner,
Trestle Strategy Group
Community Benefit and Development in Boulder

What is Community Benefit?

How does Boulder measure Community Benefit?

How do Developer’s figure out what Community Benefit looks like in their projects?

How can we get better results in future projects?
What is Community Benefit??

A community benefits program has been discussed as one tool to ensure that new growth and development contribute positively to Boulderites’ quality of life. While higher quality of development is often attained through the Site Review process, in recent years community sentiment has expressed that more specific community benefits should be required in exchange for additional height, intensity or density.
Rêve

SIZE
- 6 Acres
- 244 Units
- 108,700 SF Office
- 24,500 SF Retail
- 55’ height

PROCESS
- Concept Plan
- Site Review
- Rezoning

DURATION
- 52 Months (Concept - Tech Docs.)

COMMUNITY BENEFIT
- 42% open space
- Activation of ditch and plaza
- All cars underground
- Transit supported development

Video
The Hopper

SIZE
- 13,975 SF
- 1 Acre

PROCESS
- Use Review

DURATION
- 12 Months (Pre-App to today)

COMMUNITY BENEFIT
- Museum Based Scientific Learning Experiences
- Museum Use
- Adaptive Reuse
- Open space enhancement
Ponderosa Mobile Home Park

SIZE
- 73 Units
- 6.3 Acres

PROCESS
- Planning Study
- Concept Plan
- Annexation
- Land Use Review/Zoning
- Site Review

DURATION
- 54 Months (Planning study to today)

COMMUNITY BENEFIT
- 100% Affordable Housing
- Flood Protection
- Non Displacement
- Improved Utilities
- New Parks and Open Spaces
- Community Building
CU South

**SIZE**
- 308 Acres

**PROCESS**
- BVCP Guiding Principles
- Annexation

**DURATION**
- 7 Months (Submittal to today)

**COMMUNITY BENEFIT**
- 90 acres to City for Flood Protection
- Multi modal transit
- Student Housing
- Habitat protection
- Limits on development and height
Evans Scholar House

SIZE
- 18,500 SF
- 0.3 Acres

PROCESS
- Use Review
- Site Review
- Landmark Alteration Certificate

DURATION
- 5 Months

COMMUNITY BENEFIT
- Landmark building
- High quality design for a landmarked building
- Enhanced landscaping and open space
- Scholarship Housing
Velo Park

SIZE
- 70 Units
- 85,000 SF
- 2.5 Acres

PROCESS
- Use Review

DURATION
- 12 Months

COMMUNITY BENEFIT
- Housing in Industrial Zoning
- Live/Work Units
- Mini Market to serve neighborhood
Mockingbird

SIZE
- 26 Units (33,000 SF)
- Food Hall - 14,000 SF
- Hostel - 11,000 SF
- Office - 7,000 SF
- Retail - 6,800 SF
- 2.5 Acres

PROCESS
- Concept Plan
- Use Review

DURATION
- 31 Months

COMMUNITY BENEFIT
- Potential Boulder Corner Library
- Activation of Gunbarrel Town Center
- Mixed use and range of housing types
TRESTLE STRATEGY GROUP is a community building consulting firm located in Boulder, Colorado that specializes in real estate strategy and entitlements, community engagement, owner’s representation, project management, needs assessment, and facilities planning. The firm oversees real estate development and construction projects from concept to completion, delivering impeccable project management, intelligent strategy, and smart solutions.

www.trestlestrategy.com
Jarvie Worcester

Managing Director,
Trammell Crow Residential
Trammell Crow Residential
A Crow Holdings Company

ULI BOULDER SALON ON DEVELOPMENT

JARVIE WORCESTER
MANAGING DIRECTOR TCR MOUNTAIN STATES DIVISION
## Diagonal Crossing Project Metrics

### Project Stats

<table>
<thead>
<tr>
<th>DONATED</th>
<th>LAND</th>
<th>PROJECT</th>
<th>STATS</th>
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</thead>
<tbody>
<tr>
<td>MEALS ON WHEELS</td>
<td>.86 acres</td>
<td>LAND AREA</td>
<td>14.6 acres</td>
</tr>
<tr>
<td>STUDIO ARTS</td>
<td>.71 acres</td>
<td>UNITS</td>
<td>250</td>
</tr>
<tr>
<td>NAROPA UNIV.</td>
<td>1.29 acres</td>
<td>AVG. UNIT SIZE</td>
<td>800 SF</td>
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<tr>
<td></td>
<td></td>
<td># OF BUILDINGS</td>
<td>17</td>
</tr>
<tr>
<td></td>
<td></td>
<td>AFFORDABLE UNITS</td>
<td>105</td>
</tr>
</tbody>
</table>
**PROJECT TIMELINE**

**Planning Board Attempt #1**
- July 2015
- Use By Right Site
- Planning Board Conflict with Use
- No Approval

**Planning Board Attempt #2**
- April 2017
- Planning Board Agreed Boulder Needs More Housing
- Approved!

**Technical Documents**
- June 2017 – April 2018
- 10 Month Process

**Building Permit**
- March 2018 – December 2018
- 9 Month Process

**3 YEARS 5 MONTHS**
DEFINITE APPROVAL PROCESS
- Regulatory vs. Discretionary (PUD)

TIME KILLS ALL DEALS
- Cost Escalation
- Investment Appetite
- Interest Rates
- Market Risk (Supply/Demand)

ENVIRONMENTAL / SUSTAINABILITY STANDARDS
- Provide Options For Achieving
Laura Sheinbaum

Director of Real Estate Development,
Boulder Housing Partners
MANAGED BY BHP

35
Apartment Communities

1404
Individual Apartment Homes

1202
Housing Choice Vouchers

City of Boulder
BHP MISSION
To provide quality, affordable housing, inspire vibrant communities, and create the opportunity for change in people’s lives.
350

Apartment homes or vouchers added to our portfolio with majority affordable to people earning 30-60% AMI.*

*Range for family of three: $30,690 - $61,380
Providing Homes
Creating Community
Changing Lives

2019 Housing Development Award for Palo Park

SINCE 2017

261
Amount of those 350 that were acquired apartment homes, preserving existing housing in Boulder.
IN 2019

116 BHP apartments being renovated at Glen Willow and Canyon Pointe

79 New apartments under construction at Canopy@Red Oak Park and Ciclo*

120 New apartments in queue to start construction Q4 2019

* (as joint venture with Element Properties)
Providing Homes
Creating Community
Changing Lives

Community Benefits

5000+ Individuals Served Annually

2019 Housing Development Award for Palo Park

SINCE 2017

ENERGY EFFICIENCY

TRANSPORTATION

ART

COMMUNITY SERVICES
Acquisition vs. New Construction

$300K/unit vs. $425K/unit

Form Based Code vs. Site Review

- 30PRL entitled in less than 1 year with FBC
- Canopy entitled in 2 years with Site Review
Jeff Hohensee

Advisory board member,
PLAN-Boulder County
IS BOULDER LIVING UP TO ITS VALUES?
Argument for Boulder’s 1967 Greenbelt measure

“We shall retain the beautiful background of mountains and keep open spaces on the plains to continue Boulder’s unique identity.”

- Boulder League of Women’s Voters
Argument against the Greenbelt measure

Because many people did not use the land for recreation, it constituted a wasted opportunity for developers who might do more for the public good.
Pearl Parkway construction
Boulder Junction
"Smart-Growth” Advocates Promote Density

Smart-growth advocates in the Twin Cities (average density: 1,800 people per square mile) say the Twin Cities needs to be as dense as Portland (average density: 3,000 people per square mile).

Smart-growth advocates in Portland say that Portland needs to be as dense as Los Angeles (average density: 5,600 per square mile). Smart-growth advocates in Los Angeles say that Los Angeles needs to be as dense as Chicago (average density: 12,000 people per square mile).

Smart-growth advocates in Chicago say Chicago should be as dense as San Francisco (average density: 16,000 people per square mile). Smart-growth advocates in San Francisco want the City to be even denser still.

Thoreau Institute
How not to align our vision with our values
Integrated Design

The Environment

Social Subsystem

Social contract to increase the general welfare of the people

Economic Subsystem
Masyn Moyer

Housing Advisory Board member,
City of Boulder
Problems that drive inequity

1. Encouraged sprawl and unsustainable amounts of driving.

2. Prioritized housing for (white) wealthy households and traditional heteronormative families.

3. Allowed fear and negativity - rather than positive visions - to drive planning processes. Our Comp Plan, even when it includes forward-looking values, retreats to descriptions of status quo when it comes to land use.
Environmental Equity

Climate change and land use are tied inextricably.

Plan for truly compact development - mixed use, transit-oriented development that encourages efficient use of land.

Take responsibility for the carbon footprint we are outsourcing.
Housing Inclusion

Encourage or require a mix of housing types in new development, and correct discriminatory regulations in existing neighborhoods.
Bold Leadership

We need a ‘growth-mindset’ for planning - cities are constantly evolving and need to plan for environmental, social, and economic changes.

Create a culture that embraces diversity and inclusion through bold courageous action.

Stand for what is right, just and equitable for all - not just the few or loud.
Questions?
Thank You!