

AUG 21, 2019

5-8 PM

**CANYON THEATER
BOULDER PUBLIC
LIBRARY**



**Urban Land
Institute**

Colorado



IS BOULDER LIVING UP TO ITS VALUES?

**A Solution-Driven Discussion on
Smart Growth, Affordable Housing,
and Measuring Up To Our Community's Values**





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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)



Urban Land **Colorado**
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Chris Meschuk

Assistant City Manager &
Interim Planning Director,
City of Boulder

OUR LEGACY. OUR FUTURE.

BOULDER VALLEY COMPREHENSIVE PLAN

A stylized illustration of a mountain range. The mountains are depicted with white outlines and light green shading. In the foreground, a winding path leads through a green valley, with several small white figures of people walking along it.

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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REGARD
FUTURE
COMPREHENSIVE

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Sustainability + Resilience Framework



Environmentally Sustainable Community



Safe Community



Economically Vital Community



Good Governance



Livable Community

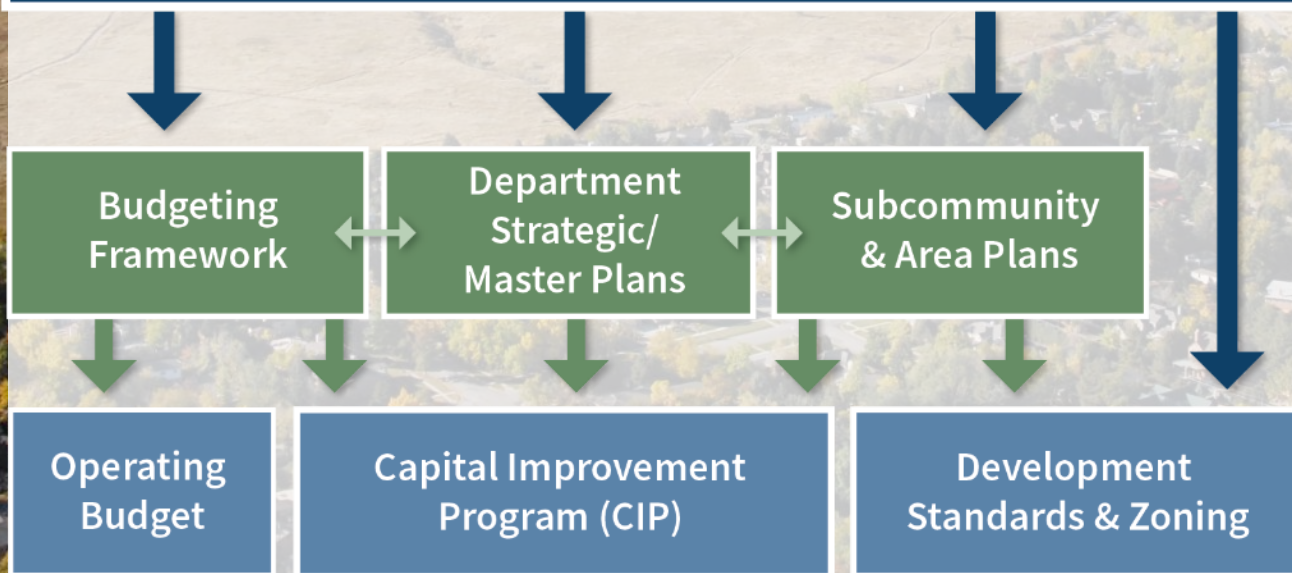


Accessible & Connected Community



Healthy & Socially Thriving Community

Boulder Valley Comprehensive Plan



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Sustainable Urban Form Definition

The city's urban form is shaped by the location and design of streets, paths and open spaces, the mix of uses and intensity of development that are allowed in each area of the city and the design of privately owned buildings and public improvements. The city's goal is to evolve toward 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 density in locations guided by the structure map and diagrams and Land Use Map to create and support a variety of housing types, viable 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, by bike and by local and regional transit service



Opportunities for people to connect to nature and each other



Daily needs met within easy access 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 building and spaces and street-level design oriented toward the pedestrian



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



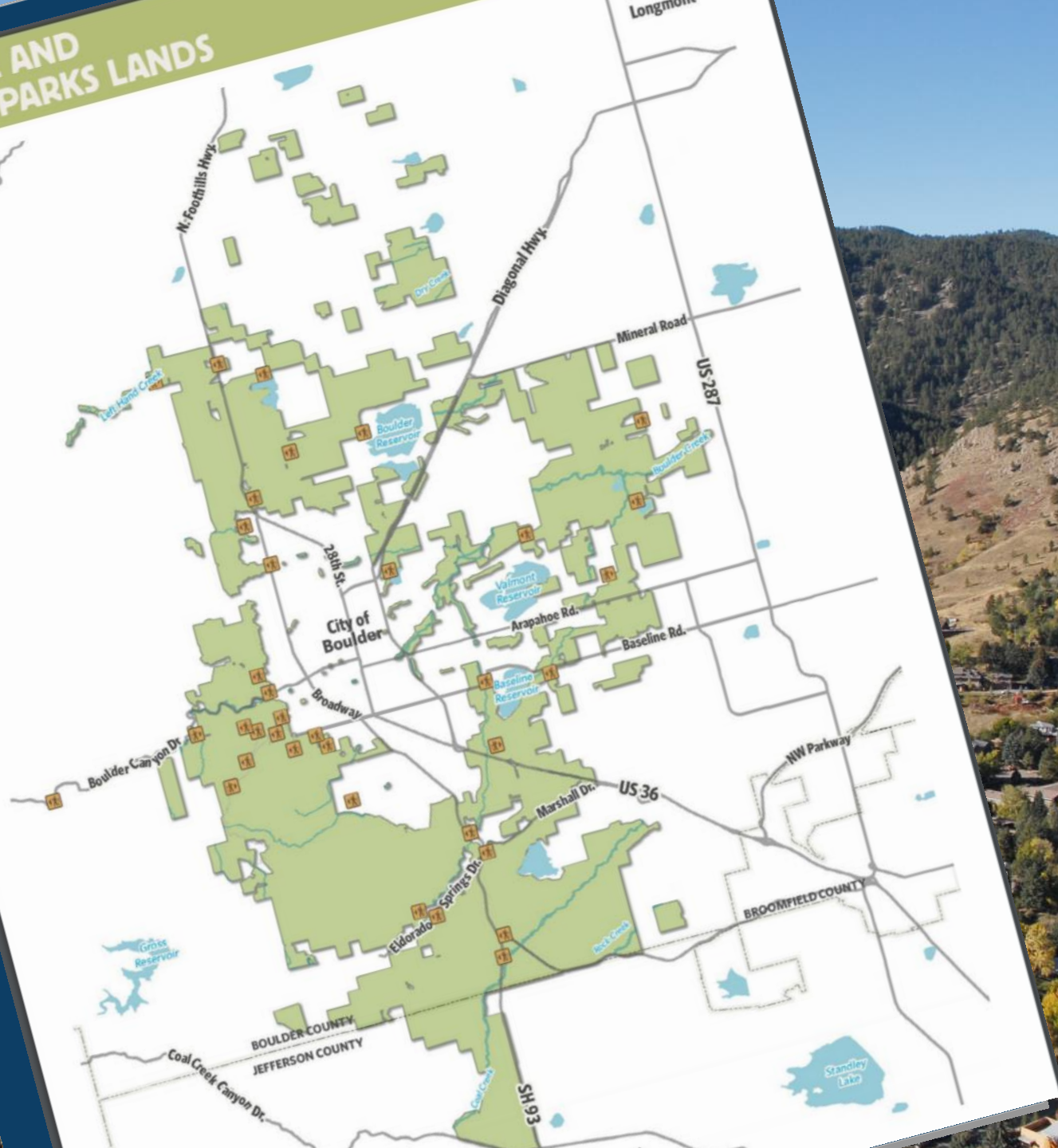
Buildings, streets, utilities and other infrastructure that protect natural systems, minimize environmental impacts, and support clean energy generation

Diverse and Inclusive

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

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 and provide spaces for interaction among people of all ages, walks of

OPEN SPACE AND MOUNTAIN PARKS LANDS



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- A welcoming, **inclusive and diverse** community;

BVCP Policies

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

- A diversity of **housing** types and price ranges;

BVCP Policies

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





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John Tayer

President and CEO,
Boulder Chamber

**Are We Living Up
To Our Values?**

The Rorschach Test

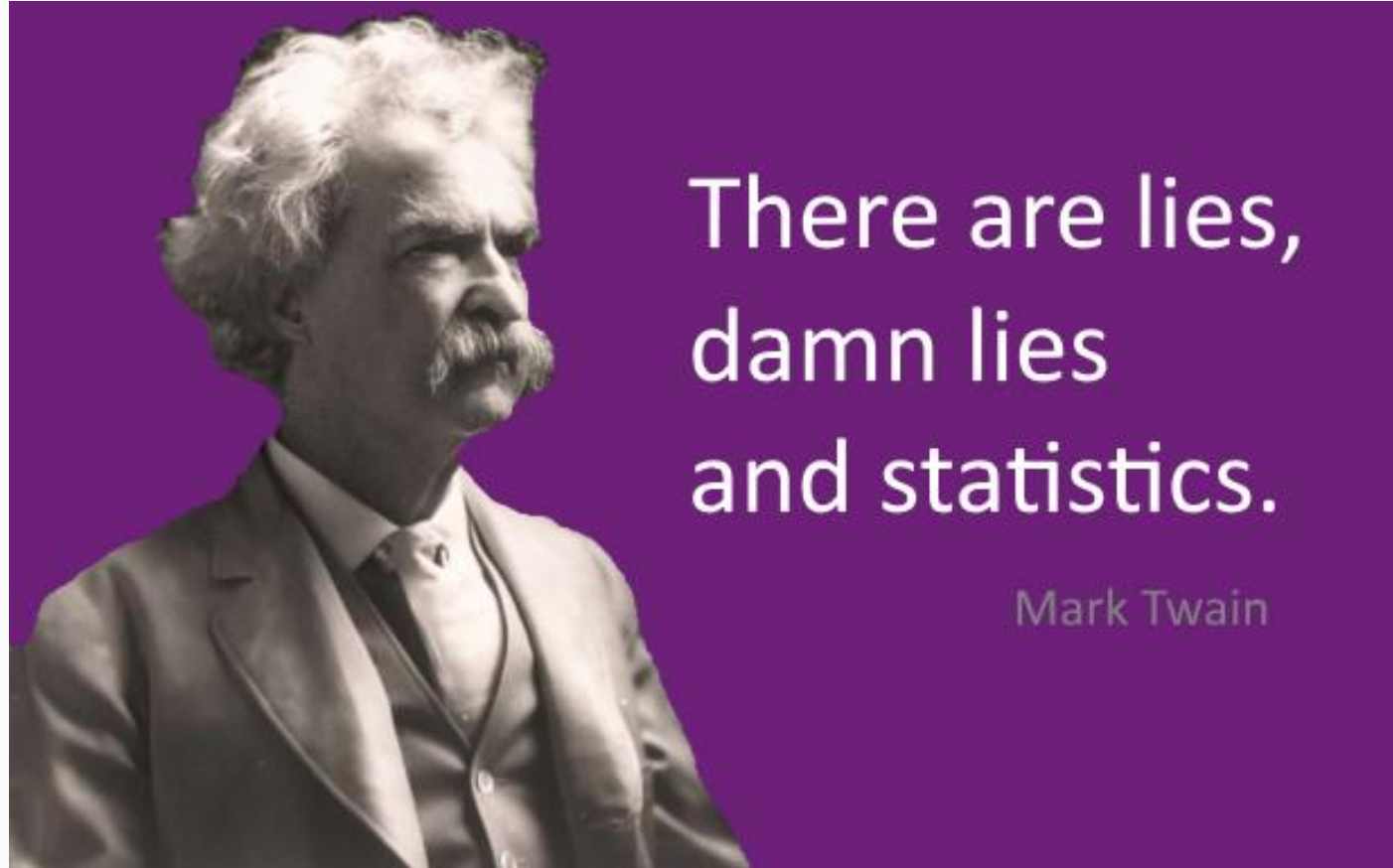
August 21, 2019

What Do We Know

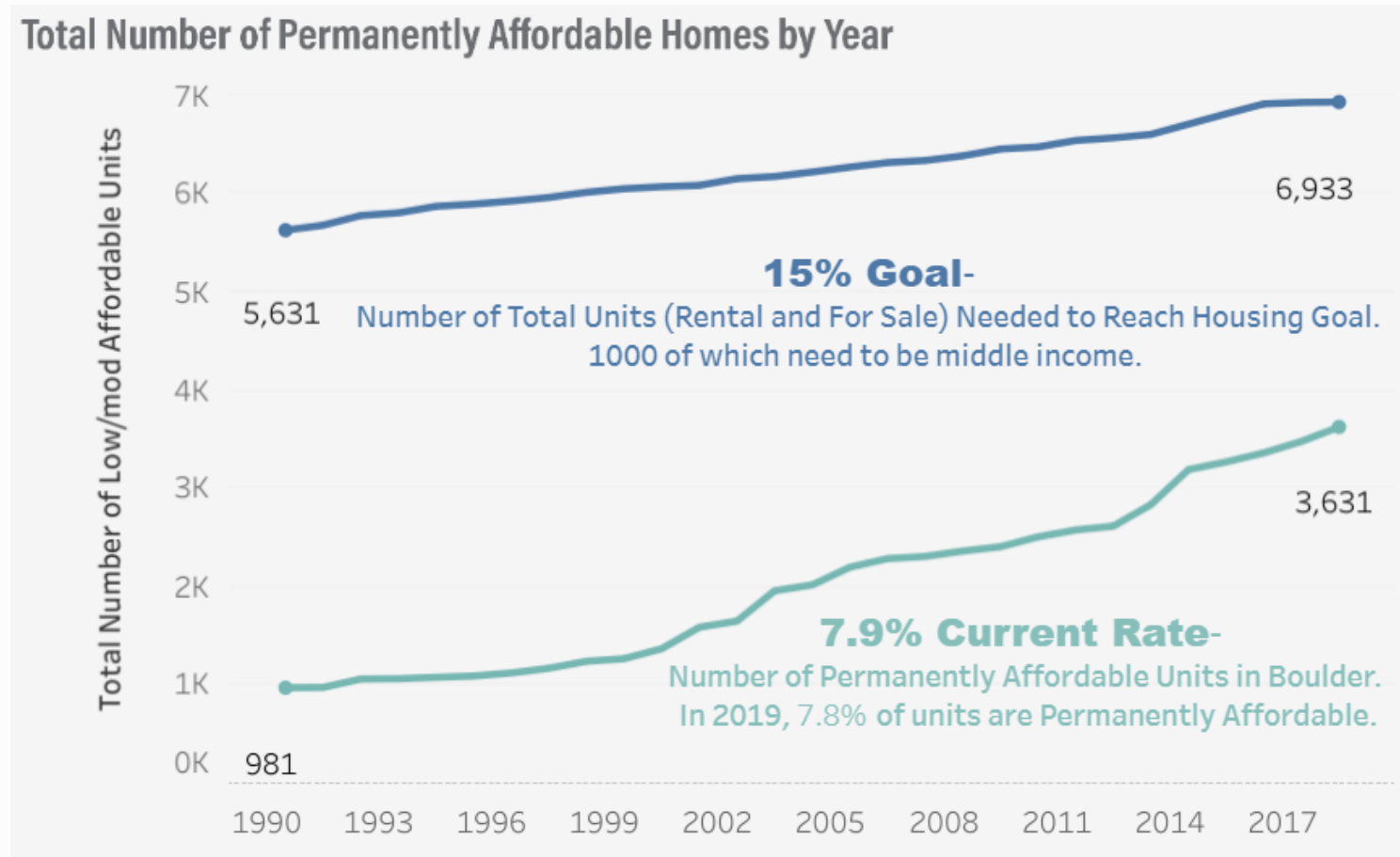


“Different kinds of personalities were seeing things differently”

What Do We Know



Housing Affordability and Diversity



Average Number Added Per Year: 115

Welcoming and Inclusive

Race/Ethnicity	2000		2013	
White	83,627	88.3%	89,467	89.1%
Black/African Am.	1,154	1.2%	913	0.9%
Am. Indian	450	0.5%	266	0.3%
Asian	3,806	4.0%	4,411	4.4%
Pacific Islander	48	0.1%	42	0.0%
Other Race	3,318	3.5%	2,373	2.4%
Two or More Races	2,270	2.4%	2,891	2.9%
Total	94,673	100%	100,363	100%
Hispanic or Latino	7,801	8.2%	8,817	8.8%
Not Hispanic	86,872	91.8%	91,546	91.2%

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

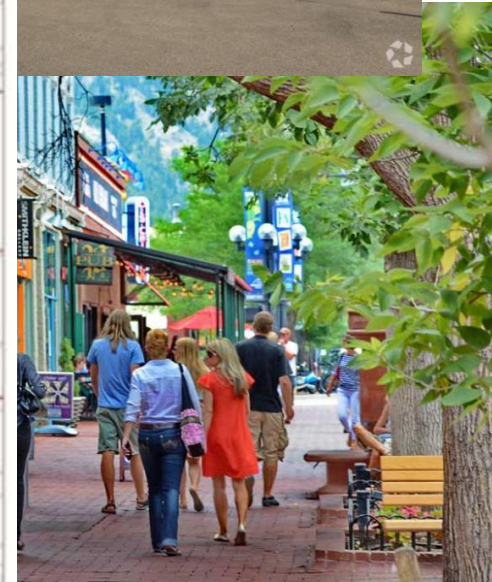
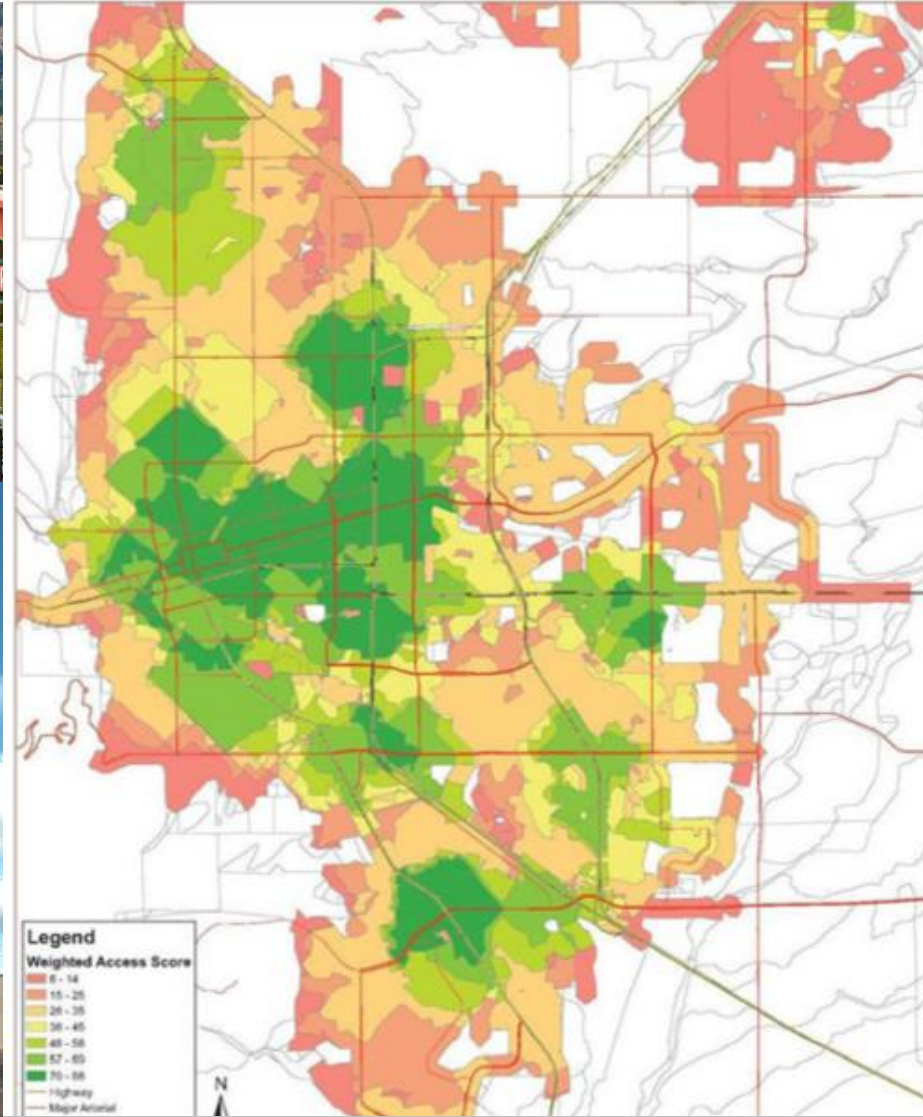
Table 1: Boulder Growth Projections

	Existing	Additional to 2040	2040 Total	Additional to Zoning Capacity	Zoning Capacity Total
Dwelling Units					
City Limits (Area I and III Annexed)	45,740	6,260	52,000	-	52,000
Area II	5,710	490	6,200	-	6,200
Total Service Area	51,450	6,750	58,200	-	58,200
Population (including group quarters)					
City Limits (Area I and III Annexed)	104,810	18,190	123,000	-	123,000
Area II	12,030	1,070	13,100	-	13,100
Total Service Area	116,840	19,260	136,100	-	136,100
Employment					
City Limits (Area I and III Annexed)	98,510	18,490	117,000	-	151,200
Area II	2,920	580	3,500	-	5,300
Total Service Area	101,430	19,070	120,500	-	156,500



See Rorschach and Housing Numbers

Design Quality and Placemaking



Some parts of town have better access to goods and services within walking distance than others.

Resilience and Climate Commitment



TABLE 1. RESIDENTIAL DENSITY FOR THE FIVE MOST POPULATED NEIGHBORHOODS IN BOULDER (WHICH ACCOUNT FOR 80 PERCENT OF THE TOTAL POPULATION)¹¹³

	Central Boulder	South Boulder	Southeast Boulder	North Boulder	Gunbarrel
Population	29,335	15,381	22,739	12,291	10,731
Total Dwelling Units (DU)	13,312	7,312	9,385	5,847	5,110
Density (DU/Res Acre)	8.87	6.52	6.93	5.96	6.46

| GROWING GREENER

The Environmental Benefits of a Compact and Connected Boulder

FRONTIER GROUP



CoPIRG
Foundation



“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

Citywide Retail Study
Final Report



City of Boulder
July 2019



Key Findings

Retailer Ranking of Importance of Segments

Segment	Very important
Local residents	80%
Visitors/tourists	64%
University students	38%
Festival/event-goers	44%
University students	23%
Festival/event-goers	59%
University students	26%
Festival/event-goers	31%
Festival/event-goers	23%
Festival/event-goers	31%

• Retailers calling for more city support and options for affordable space

“DOWNSIZING”

“If we lost some jobs, 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 . . .**





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Danica Powell

Founder and Owner,
Trestle Strategy Group

Community Benefit and Development in Boulder



What is Community Benefit?



How does Boulder measure Community Benefit?



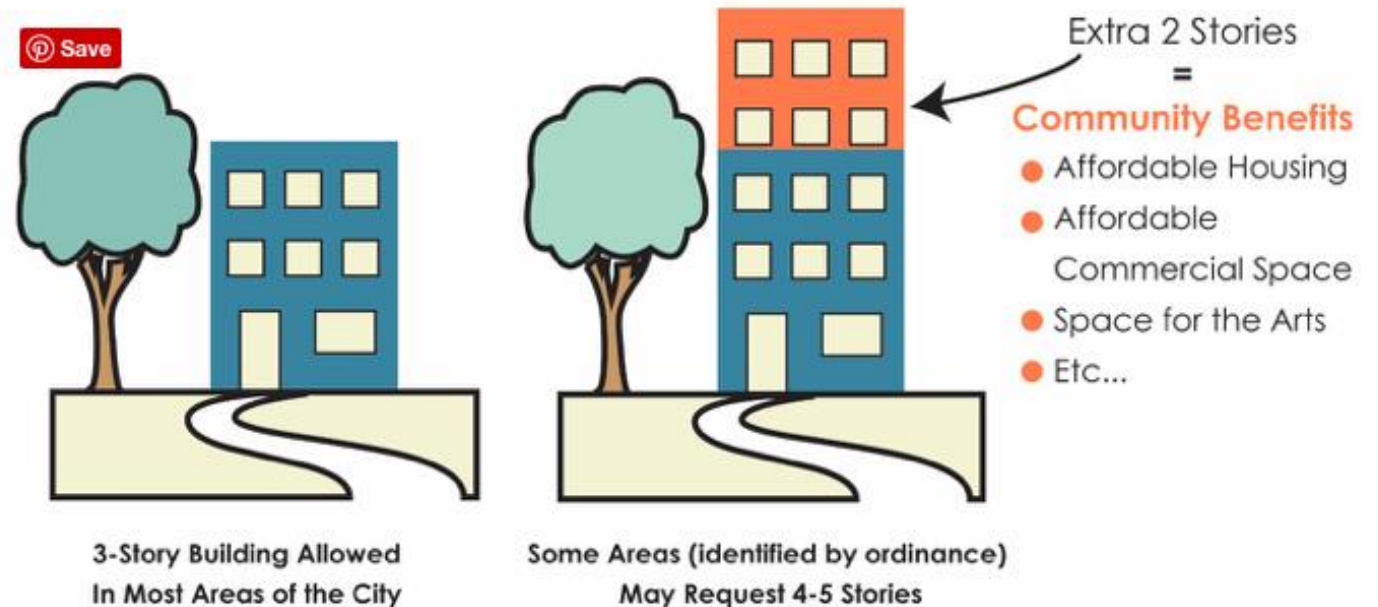
How do Developer's figure out what Community Benefit looks like in their projects?



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

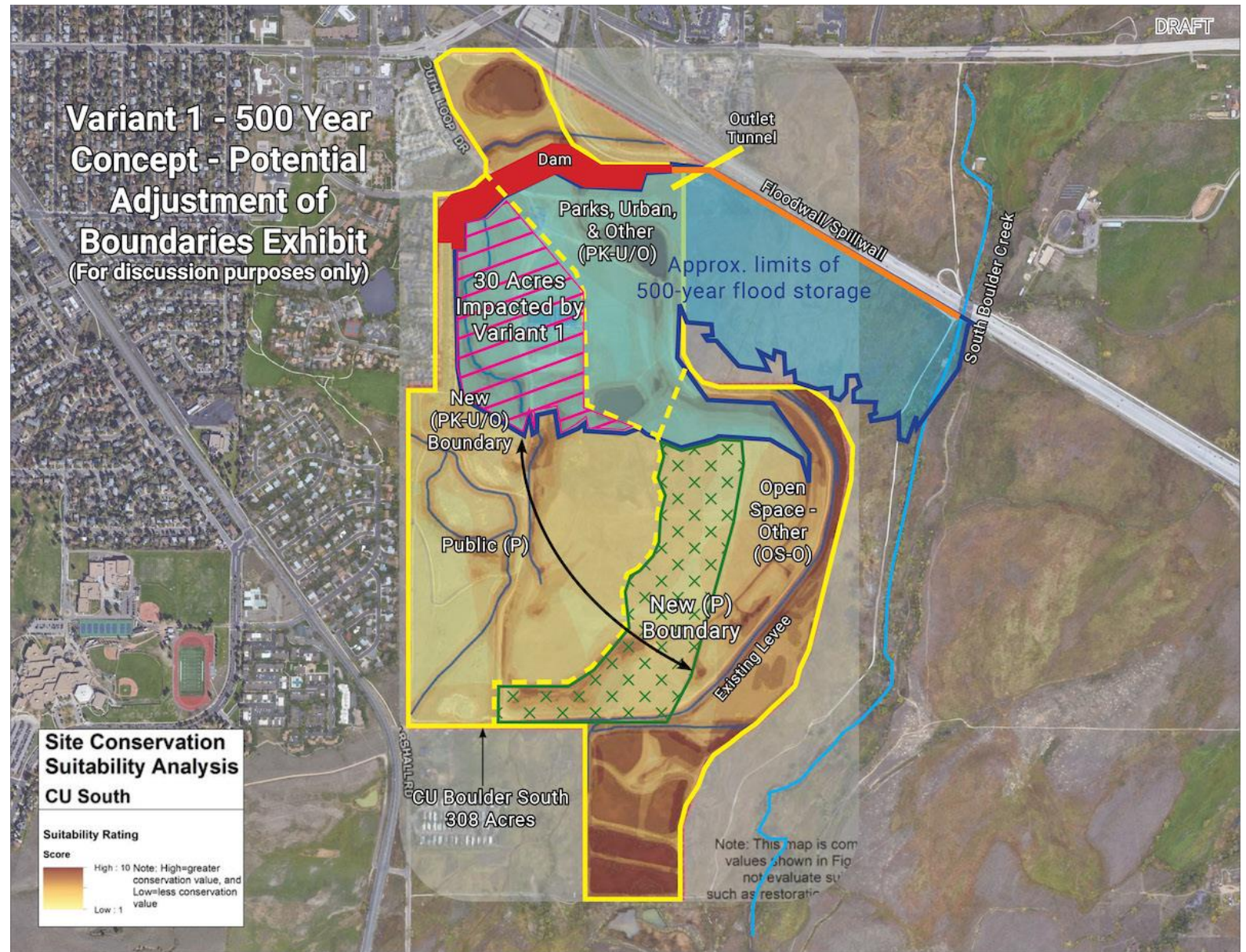
- BVCP Guiding Principles
- Annexation

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

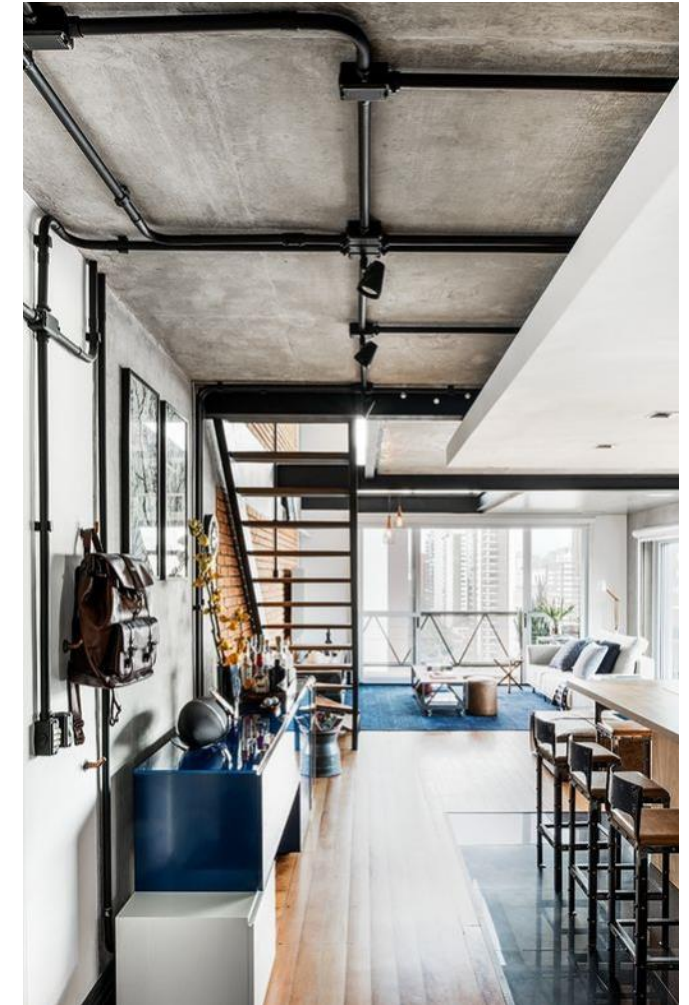
- Concept Plan
- Use Review

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





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Jarvie Worcester

Managing Director,
Trammell Crow Residential



TRAMMELL CROW RESIDENTIAL







A CROW HOLDINGS COMPANY

ULI BOULDER SALON ON DEVELOPMENT

JARVIE WORCESTER

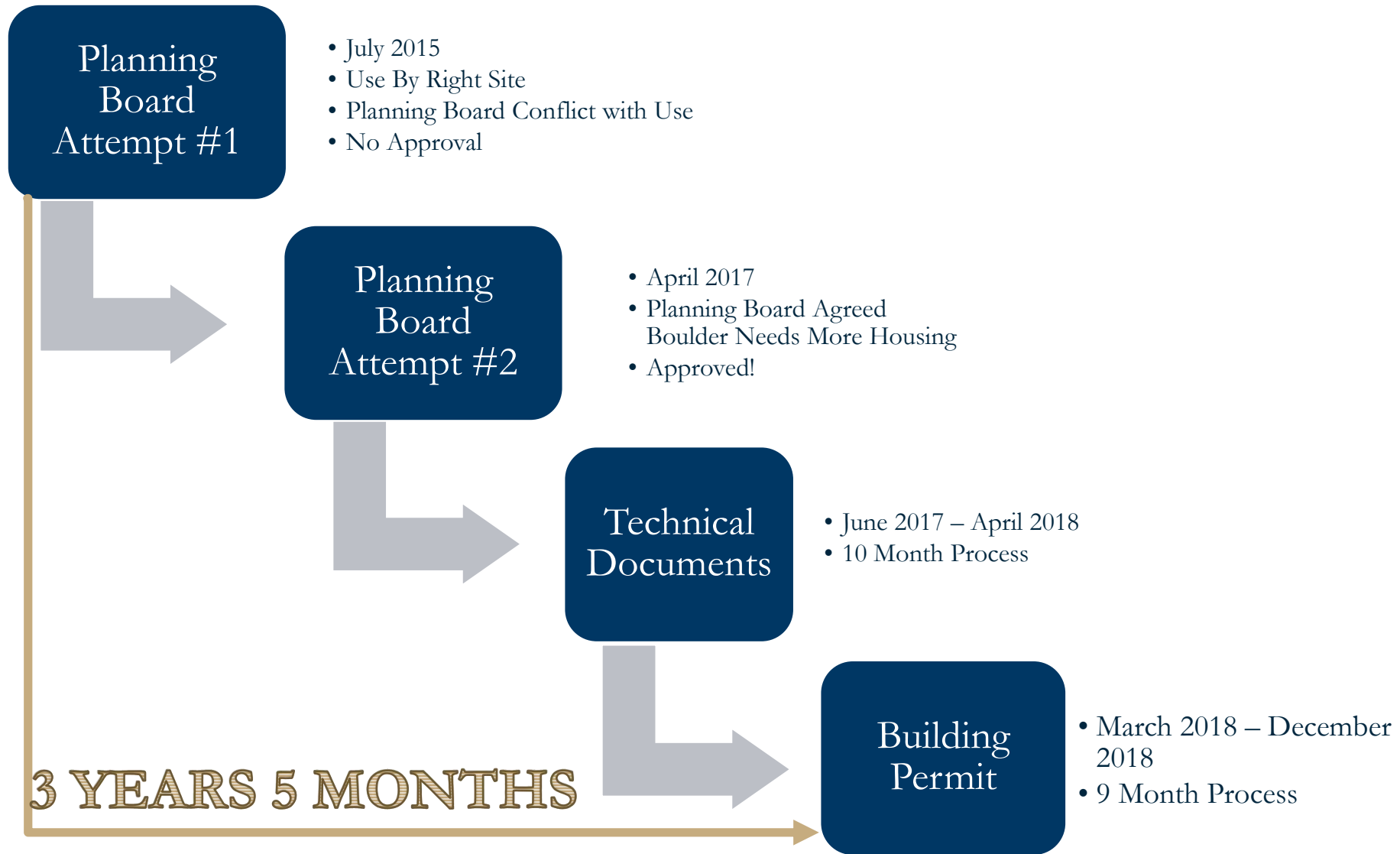
MANAGING DIRECTOR TCR MOUNTAIN STATES DIVISION



- | | | | | | |
|---|-------------------|---|--------------------|---|-----------------|
|  | Workforce Housing |  | Affordable Housing |  | Meals on Wheels |
|  | Restaurant |  | Naropa Townhomes |  | Studio Arts |

DONATED LAND		PROJECT STATS	
MEALS ON WHEELS	.86 acres	LAND AREA	14.6 acres
STUDIO ARTS	.71 acres	UNITS	250
NAROPA UNIV.	1.29 acres	AVG. UNIT SIZE	800 SF
		# OF BUILDINGS	17
		AFFORDABLE UNITS	105







- Define 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



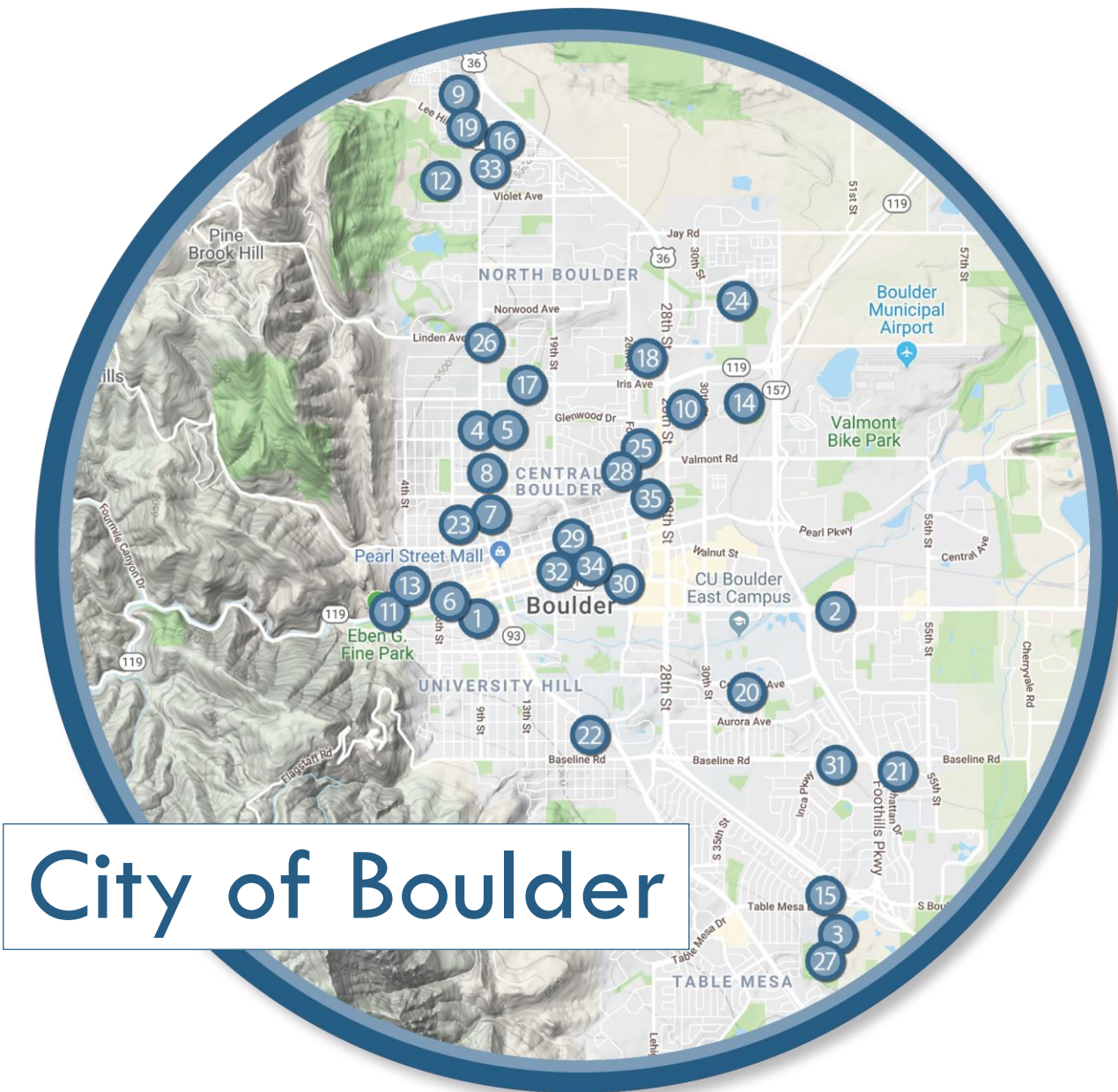
[Video Fly-Through \(Click Here\)](#)



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Laura Sheinbaum

Director of Real Estate Development,
Boulder Housing Partners



City of Boulder

MANAGED BY BHP

35

Apartment Communities

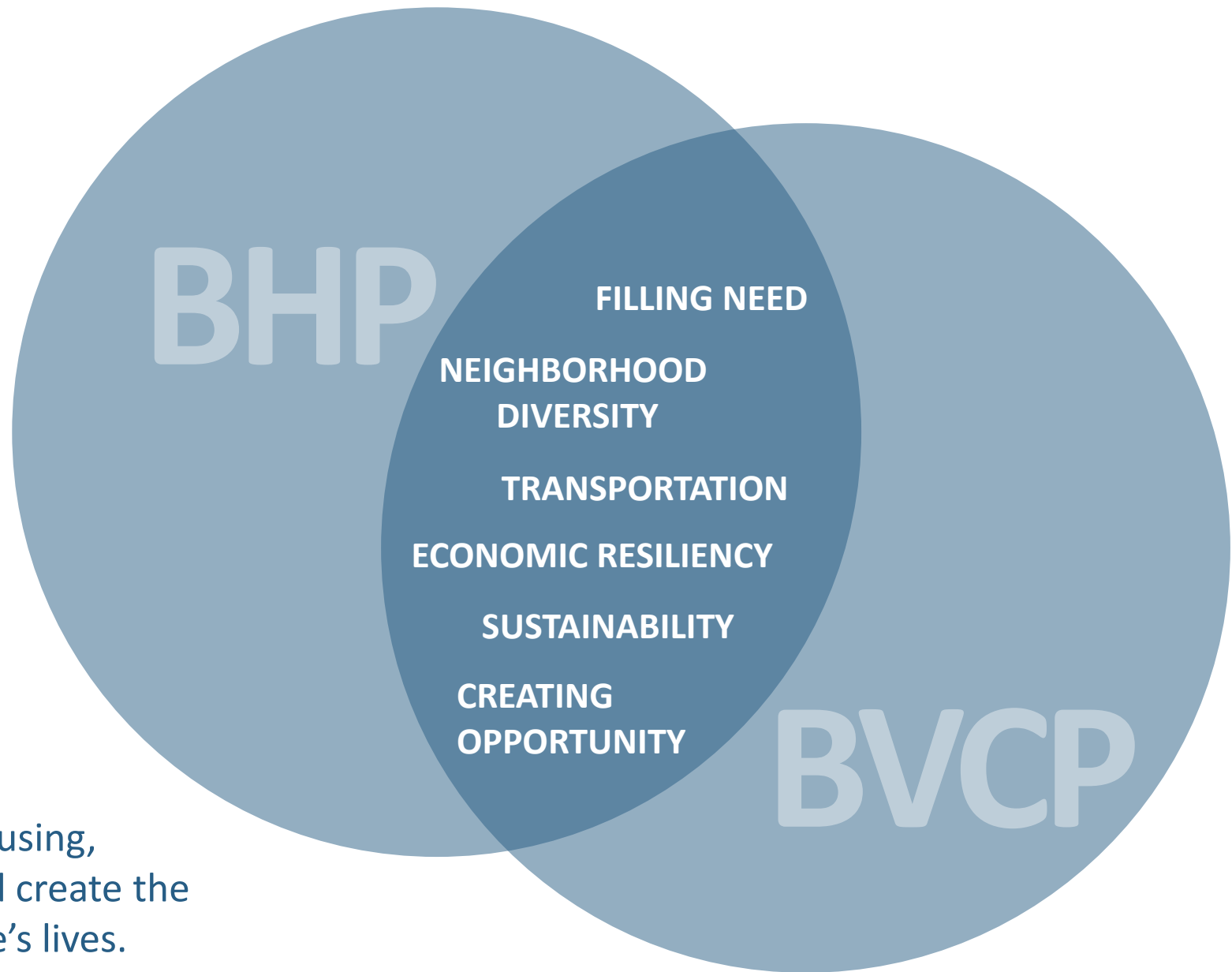
1404

Individual Apartment Homes

1202

Housing Choice Vouchers

Rev 8/2019



BHP MISSION

To provide quality, affordable housing, inspire vibrant communities, and create the opportunity for change in people’s lives.



SINCE 2017

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

SINCE 2017

261

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



Tantra Lake Apartments

185



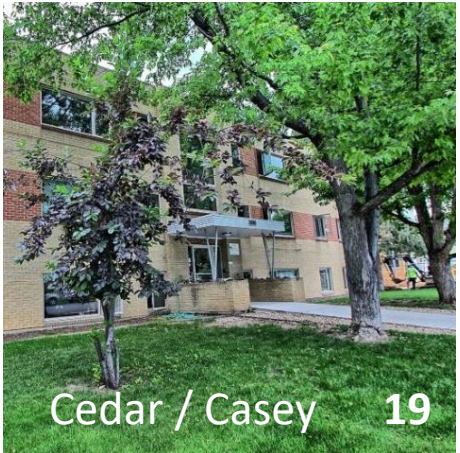
Twenty37

26



Trout Farms

31



Cedar / Casey

19



• Providing Homes
• Creating Community
• Changing Lives

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)



ART



COMMUNITY SERVICES



ENERGY EFFICIENCY



TRANSPORTATION



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



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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

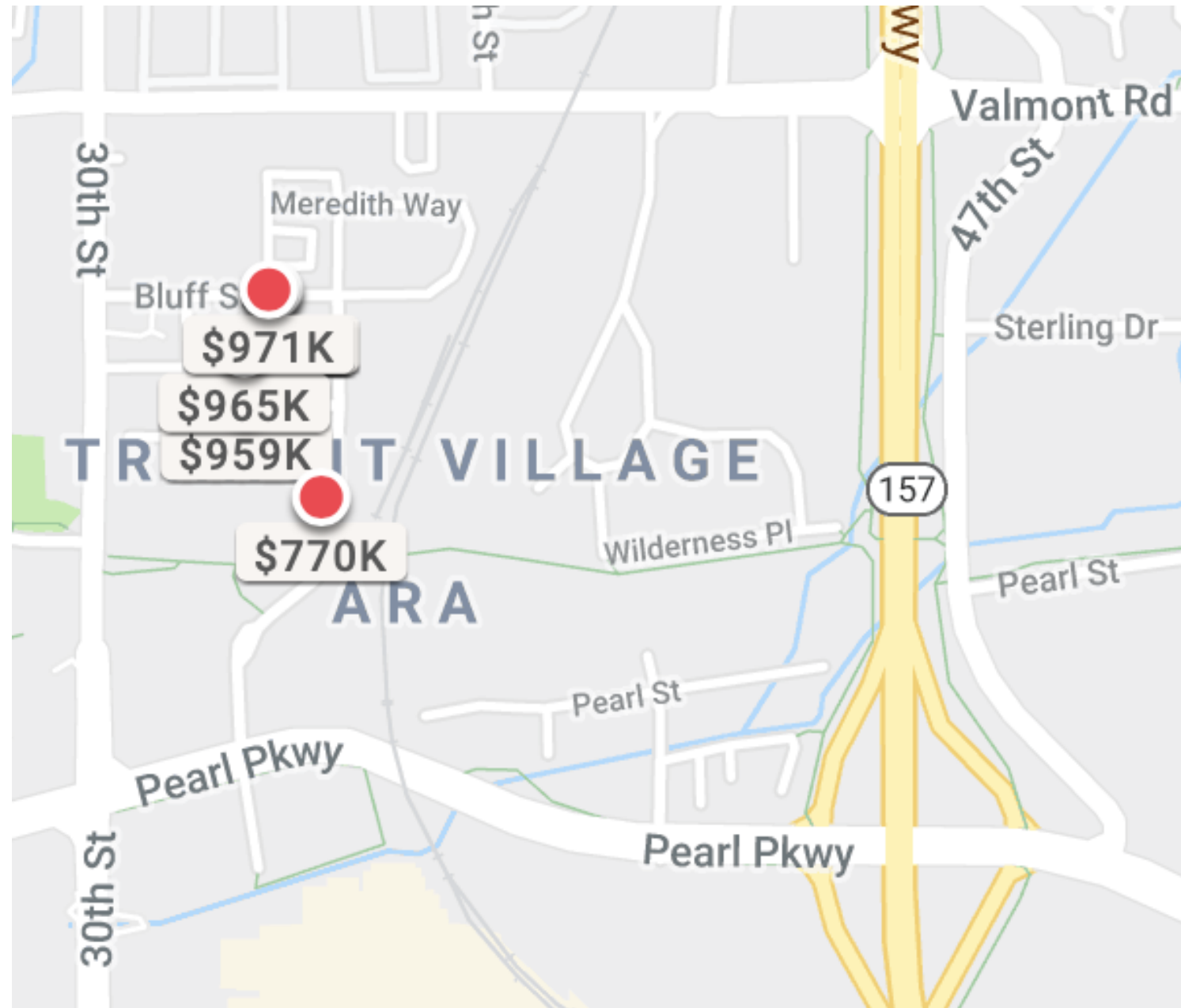
Because many people did not use the land for recreation, it constituted a wasted opportunity for developers who might do more for the public good.

Pearl Parkway construction



Boulder Junction





”Smart-Growth” Advocates Promote Density

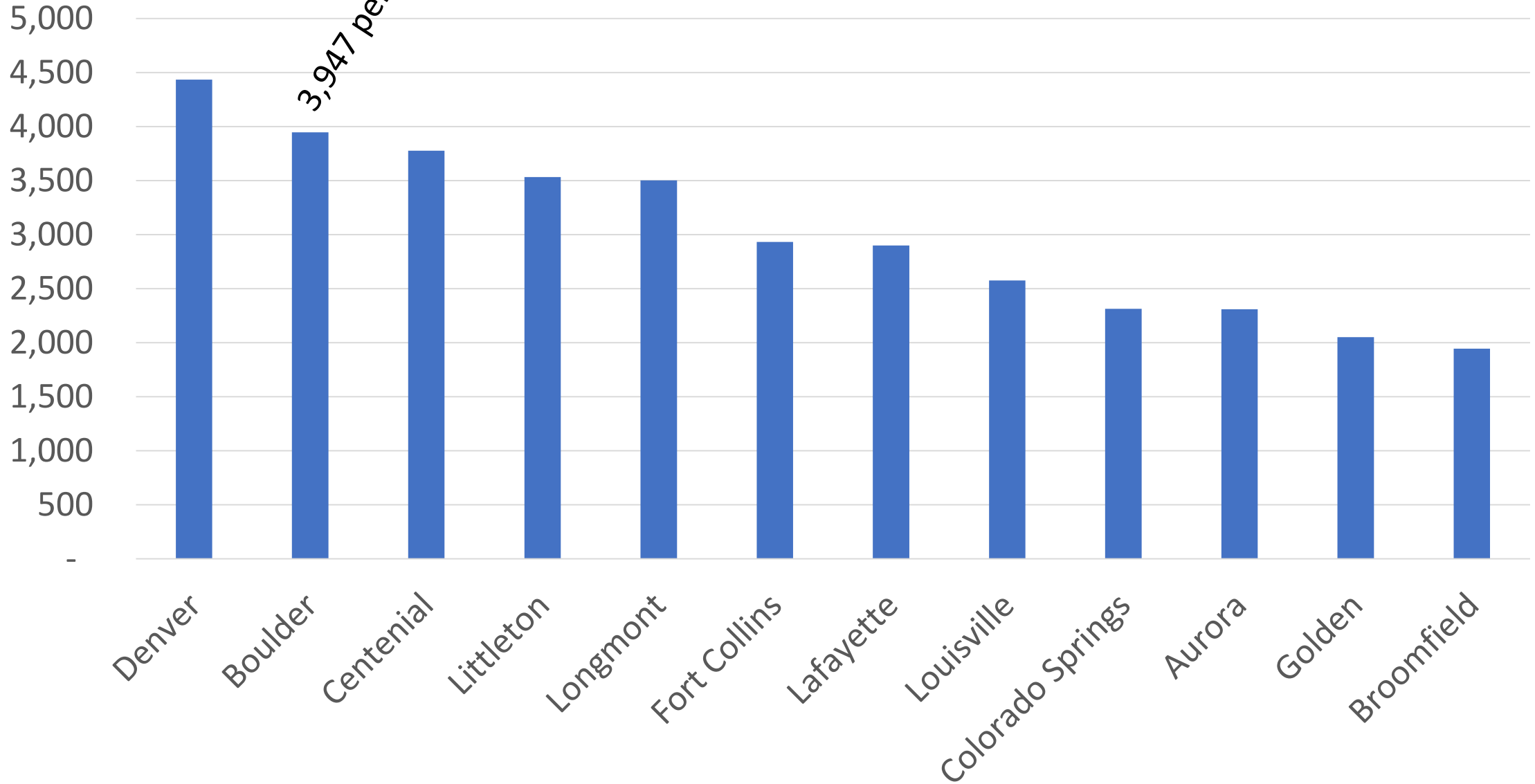
Smart-growth advocates in the Twin Cities (average density: 1,800 people per square mile) say the Twin Cities needs to be as dense as Portland (average density: 3,000 people per square mile).

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

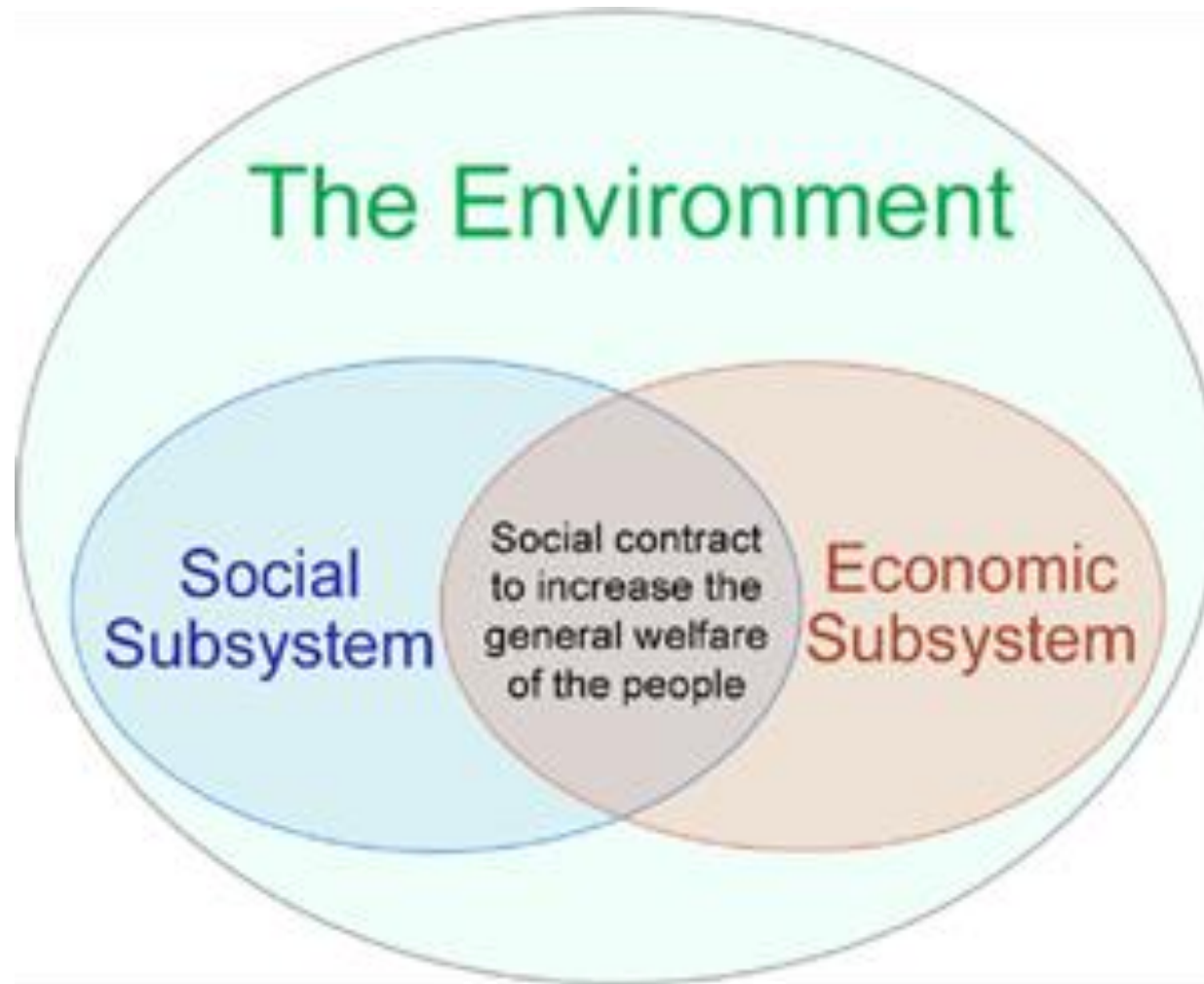
Density - Front Range



How not to align our vision with our values



Integrated Design







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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.

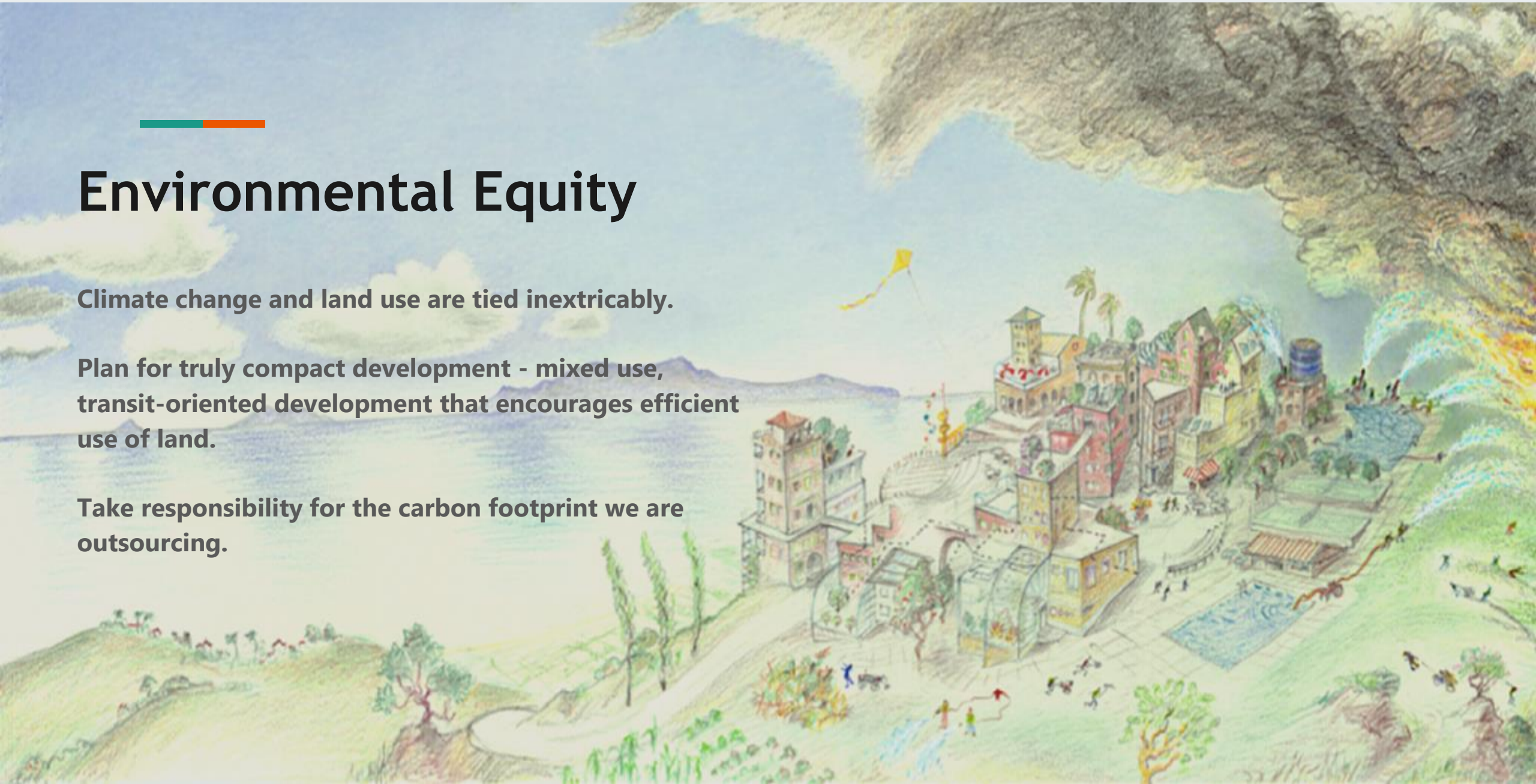


Environmental Equity

Climate change and land use are tied inextricably.

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

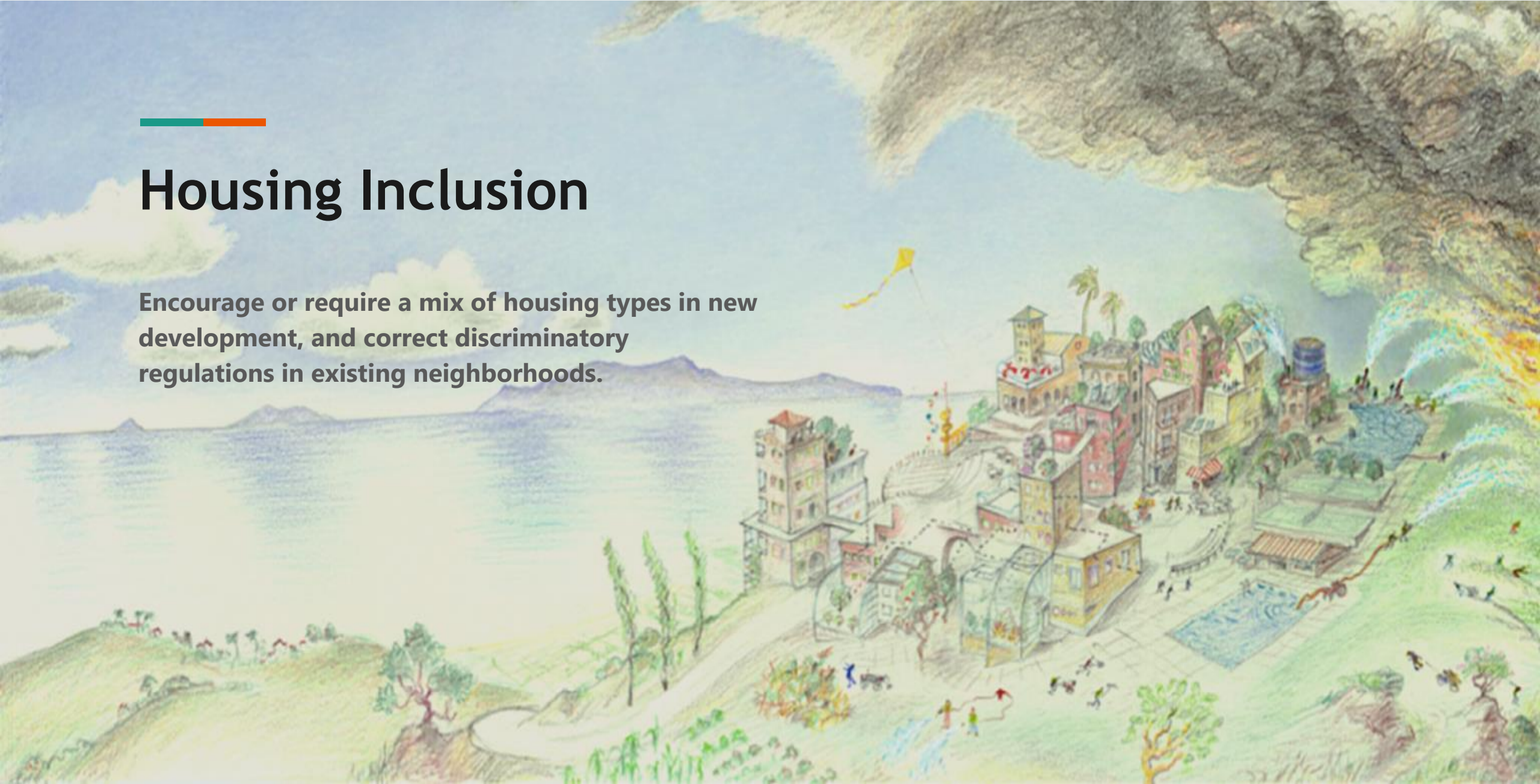
Take responsibility for the carbon footprint we are outsourcing.





Housing Inclusion

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



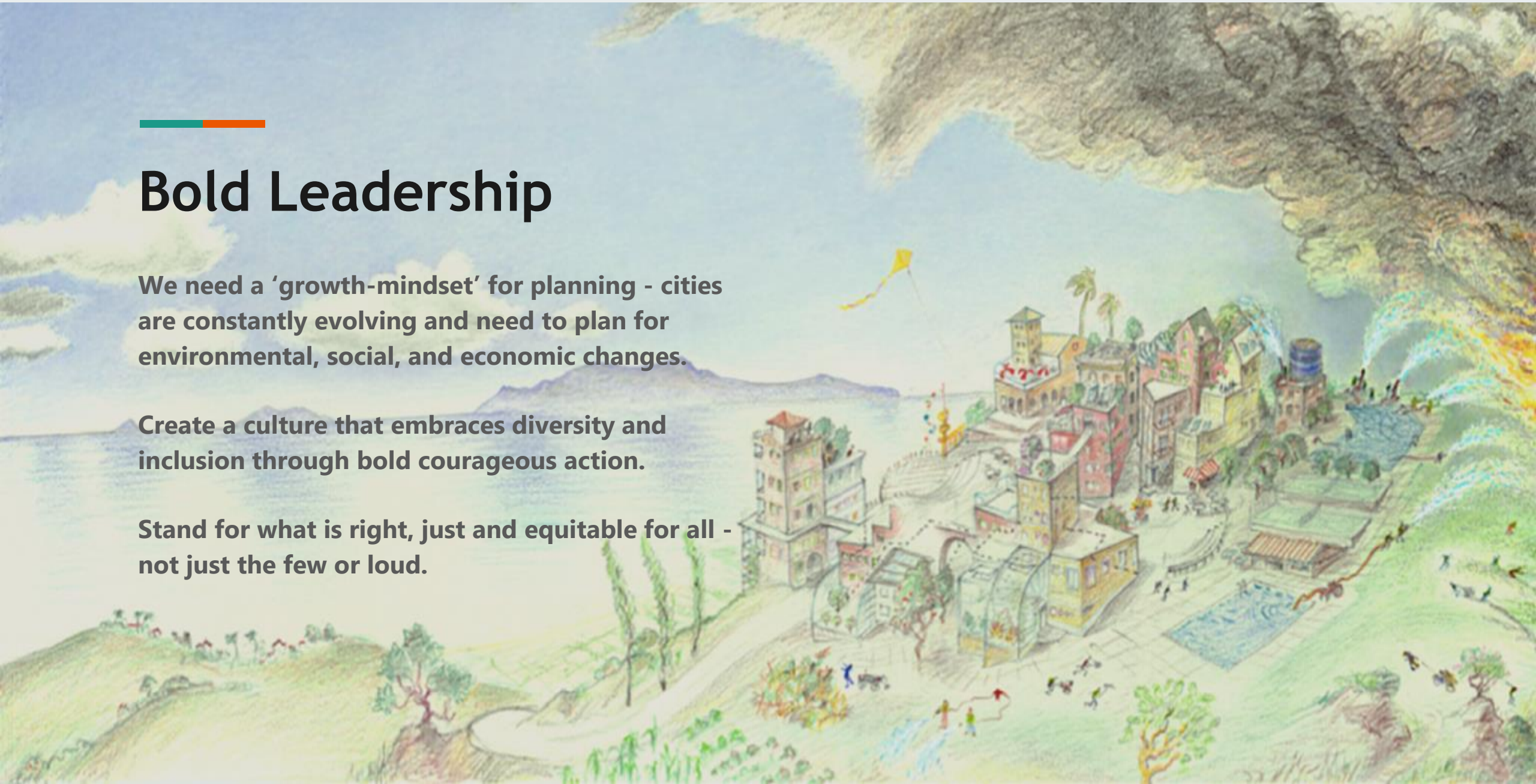


Bold Leadership

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!