

Boulder Library District Advisory Committee

At the direction of Boulder City Council, given on May 18, 2021, city staff convened a twelve-person community member/business representative Library District Advisory Committee (LDAC). The LDAC is charged with making recommendations to the city manager and council about the contents of the Intergovernmental Agreement (IGA) required by statute C.R.S. § 24-90-107(2)(e) which has to be established between the City of Boulder, Boulder County and a Boulder library district. LDAC was also charged to advise the city manager and council on the format for community education and engagement on the possible formation of a library district. Staff provided the LDAC with information and recommendations, but the LDAC's recommendations are independent of any recommendations made by the city staff.

Convening Process

The Boulder city manager put out a call for applications for committee membership. The city staff team recommended a twelve-person committee to represent the geographic, age, economic, ethnic, and ownership/renter diversity within the proposed library district boundary, including people with experience with the idea of a library district, as well as people new to the concept. The city manager approved the staff team's recommendation and appointed the committee members. The council endorsed the city manager's appointment of the LDAC members at their meeting on Oct. 5, 2021. For a list of members [see Appendix A](#); for the LDAC charter [see Appendix B](#).

LDAC Process

The LDAC met online eight times over four months during 2021 and 2022 (Oct. 13, 28; Nov. 8, 29; Dec. 8, 16; and Jan. 6, 12) to discuss its recommendation on key elements of the IGA concerning ownership of the library's real and personal property, transfer of personnel, and the provision of administrative services during the transition. The city hired a third-party facilitator to facilitate the LDAC discussions, and draft meeting agendas and summaries (approved by the LDAC). Approved meeting minutes and meeting materials are on the [LDAC webpage](#). LDAC members reached consensus on each recommendation in this report.

LDAC Recommendations

I. What the Library District Should Be

A. Library District Boundaries

The LDAC was generally accepting of the boundary map proposed by city staff at their Nov. 8, 2021, meeting.

After discussion of potential adjustments, it was determined that there is a real possibility that precinct boundaries may change. As a result, the LDAC decided to recommend criteria for council consideration when establishing the boundary rather than recommending a set boundary line at this time.

The **LDAC recommends** using the following criteria to guide the establishment of the library district boundary:

1. Keep the boundary easy for the voters to understand by creating a rational boundary that is simple to explain.
2. Make the boundaries manageable for the election officials by conforming to Boulder County voting precinct boundaries to the extent feasible.
3. Maximize the impact of the revenue generated by the library district by capturing the largest number of households with Boulder Public Library cardholders in accordance with the other criteria.
4. Include all areas within the Boulder Valley Comprehensive Plan (BVCP) service area.
5. Avoid conflict and rework for city and county staff by excluding areas where another municipality or townsite intends to offer annexation and/or the provision of library services.
6. Exclude areas whose primary road access occurs in another county.

B. Library Services to be Provided

LDAC reviewed the current programs and services offered by the library and the three levels of goals and objectives developed in the 2018 Boulder Public Library Master Plan: Maintain Services, Address Community Demand, and Service Expansion. The **LDAC recommends** and supports that the library district provide services at the Service Expansion Level (See [pages 36-63 in 2018 Boulder Public Library Master Plan](#) for the three levels of services and programs considered). This decision was based on multiple factors:

1. LDAC members were concerned that the current funding supports a level of service that will keep the Library in a perpetual state of underperformance, impacting both community and employee satisfaction, and that the impact will mostly be felt in underserved communities. Popular, impactful programs including the main literacy outreach, Boulder Reads, and the makerspace facility are currently understaffed and cannot get up to pre-pandemic service levels with the current budget.
2. After reviewing the financial projections, it was agreed that the incremental funding needed to move the Library from Addressing Community Demand to Service Expansion was relatively small for the benefit it would bring to the community.

C. Library District Property Tax Mill Levy

LDAC reviewed the business plan and financial model underlying the proposed mill levy amount, and identified some potential library district costs that were not considered in the Library Financial Analysis conducted by G.K. Baum & Company (presented Nov. 27, 2018, City Council study session). LDAC also looked at how the taxes would affect residential renters, homeowners and businesses (see [Appendix C](#) for informal projections of tax impact effects presented at LDAC on Dec. 8, 2021). After considerable discussion, **LDAC recommends** the following:

1. The mill levy needs to generate tax revenue sufficient to sustainably fund library services for an ever-growing community within the library district boundary. LDAC agreed that “we don’t want to be scraping the side of the peanut butter jar” for funding when the library district is established.
2. The mill levy should be set at a level to accommodate costs that were not factored into the library district budget estimate, such as grounds and parking lot maintenance and the possibility of increased wages for library staff to better achieve a living wage that allows them to live in Boulder.
3. **LDAC recommends** a mill levy between 3.7-3.8 mills, which would generate approximately \$19-\$19.5 million of property tax revenues annually for the library district, would fund the

library at the Service Expansion Level, allow the district to maintain facilities at an adequate level, and put the library on a financially sustainable path.

II. How to Transition to a District Library – Elements for an Intergovernmental Agreement

A. Transfer of Buildings, Land and Leases

The Library’s physical assets have been funded by Boulder community members and taxpayers since the city’s library was established, through a series of taxes, donations and bond measures. A library district will be funded largely by the same group of taxpayers, and therefore any asset transfer should not charge the district a monetary value for buildings or land to ensure that taxpayers are not “paying twice”.

For the Library’s six buildings and properties, **LDAC recommends** and supports the staff recommendation that:

The city **transfer building and land ownership** to the Library District for:

1. Carnegie Library for Local History
2. George Reynolds Branch Library
3. New north Boulder branch library (when completed)

LDAC discussed the possibility that, in the future, the library may wish to relocate or rebuild branch libraries in order to provide more efficient operations. Physical ownership of buildings and land will provide the district with flexibility to strategically plan how to best serve the community through its branch libraries. **LDAC recommends** that the city have first right of refusal should the district propose to sell any of these facilities.

The city **transfer leases** to the library district for:

4. Meadows Branch Library
5. Existing North Boulder (NoBo) Corner Library

The Meadows Branch Library operates through a commercial lease that is limited to library purposes. The NoBo Corner Library lease is expected to end when the new north Boulder branch library begins operations.

The city **transfer building ownership to the library district, while the city maintains ownership of the land**; and the library district and the city develop a common-interest community agreement (a form of condominium agreement for commercial properties) for:

6. Main Library
 - a. The Main Library is located in Boulder’s Civic Area, at the heart of downtown. The city has extensive interests in the Civic Area that extend beyond the library. **LDAC recommends** that the city and the library district establish a collaborative partnership to manage the property under and around the Main Library (the “Main Library Area of Influence”) in the best interests of the community. LDAC agreed that the library district should not have influence on city plans outside of this area. Specific recommendations on items to include in the common-interest community agreement are listed below (in no priority order).
 - b. Concepts to address in a future common-interest community agreement between the library district and city for management of the Main Library Area of Influence and to guide future planning and development of the Civic Area.

1. The city and library district will have an equal partnership regarding the Main Library Area of Influence. The Library area of influence is the portion of the Civic Area defined in The Master Plan for Boulder’s Civic Area 2015 as the “West End: Arts and Culture.”
2. The city and library district will collaborate on any proposed changes that will materially impact the library’s ability to provide services or impact the library’s financial obligations. Any such proposed changes will be jointly approved by the city and library district.
 - a. Any future development or expansion of the Main Library will consider the performance criteria developed in the Civic Area Plan for the “West End” (see page 25 of that plan).
 - b. If future development of the Main Library results in changes to the building shell, the library district will consider the performance criteria for Building Form and Massing in the Civic Area plan in plans submitted for the city site review process.
3. The library district will manage the Main Library consistent with the seven guiding principles enumerated in The Master Plan for Boulder’s Civic Area:
 - a. The Civic Heart of Boulder
 - b. Life & Property Safety
 - c. Outdoor Culture & Nature
 - d. Celebration of History & Assets
 - e. Enhanced Access & Connections
 - f. Place for Community Activity & Arts
 - g. Sustainable & Viable Future
4. The agreement will recognize and continue to support the longstanding community desire to have a main library in the downtown area that mutually benefits the city and library patrons. The agreement will recognize that the Main Library has a longstanding role within the downtown as part of the historic land use fabric, and as a cornerstone of social, cultural, and economic vitality for businesses, non-profit organizations and downtown visitors.
5. The Main Library should be accessible to all (i.e. those who drive themselves, walk, bike, or take public transportation, those who are ambulatory and non-ambulatory, etc.).
6. Any future amendments to the common-interest community agreement will be undertaken consistent with [BVCP policy 8.13: Support for Community Facilities \(see Appendix D.\)](#)
7. The Main Library and Civic Area are part of a previous development site review approval under the Boulder land use code. Amendments to the site review approvals require written consent of the owners of all property to be included in the development. The city, as the owner of the land, will need to coordinate and cooperate with the library district on any major redevelopment efforts.

B. Transfer of Other Assets

The LDAC recommends that the city:

1. Transfer assets located in the libraries for library purposes such as furniture, equipment, and collections to the library district. The Library currently stores property from other departments, such as IT and that property will remain property of the city.
2. Transfer art purchased by or donated to the Library to the Library District. Art purchased by the city or where provenance is unknown will remain property of the city.
3. Transfer existing Memorandums of Understanding (MOUs) for historic collections held by the Carnegie Library for Local History archive to the library district, and develop a new MOU between the city and the library district for historic materials donated to the archive by the city.
4. Transfer the balance of funds collected by the city or the library for library purposes in existing city accounts to the library district. This includes grants to the library; the current .333 mill property tax revenues; the Blystat-Laesar House Fund (for Carnegie Library for Local History), gifts and donations; and balances in the Facilities Replacement & Renewal Fund, Old Library Fund Reserve, Development Excise Tax revenues and Impact Fees collected for the Library.

C. Library District Board of Trustees

The LDAC recommends:

1. The library district board of trustees should have seven members, and appointments should reflect the demographic and geographic diversity of community members in the library district.
2. Following initial board appointments, the City Council and Board of County Commissioners will delegate authority to the library district board of trustees to recommend new trustees to the appointing bodies for all future board appointments.

D. Incorporation of Boulder Valley Comprehensive Plan (BVCP)

The BVCP guides decisions about growth, development, preservation, environmental protection, economic development, affordable housing, culture and arts, urban design, neighborhood character and transportation. BVCP policies and sustainability principles inform decisions about the manner in which urban services are to be provided, including library services. LDAC recommends that the library district embrace the BVCP Sustainability Principles, and commit to continuing its important role in social sustainability. The Boulder Public Library has been a leader in social sustainability by providing free library services that allow community members of all incomes, ages, and backgrounds to stand on equal footing with regard to information access. The library district should continue this legacy.

LDAC recommends the following with respect to incorporation of the library district into the BVCP.

1. To ensure social equity is addressed and improved for community members, the city, the county, and the library district will adhere to the BVCP social equity policy section 8.03. The library district will uphold the [American Library Association Bill of Rights](#) and the [American Library Association Code of Ethics](#).

2. The library district will strive to promote a healthy community and address social, cultural, racial, and ethnic inequities by respecting and valuing cultural, social, racial, and ethnic diversity and providing free library services that allow community members of all incomes, ages, and backgrounds to stand on equal footing with regard to information access.
3. Boulder Public Library will continue to serve as a community center, providing services for a wide variety of public gatherings and cultural events.
4. The parties agree to actively collaborate in supporting and implementing BVCP policies and sustainability principles relevant to library services and programs.
5. The parties to the IGA acknowledge and agree that the BVCP policies set forth in Appendix D will serve as guiding principles in implementation of the IGA, and in any initiatives, projects, negotiations, and interactions among the Parties and their partners.
6. The city and county agree to actively engage with and consult with the library district during updates to the BVCP.
7. The library district agrees to periodically update its strategic plan in collaboration with the city and the county. This includes expanding the geographic purview of the 2018 Boulder Public Library Master Plan to include the library district’s areas of influence; the use of relevant economic and demographic data and projections developed by the city and county; robust community engagement as defined in BVCP policy 10.02; referral of drafts for comment to appropriate city and county departments and boards; and review and comment by the city and county.

III. Community Engagement

The **LDAC recommends** that City Council:

- A. Commit to conduct a robust public engagement process to gather input from city of Boulder community members on how current library funds may be reallocated, and related sales tax levies may be reduced or eliminated.
- B. Commit to eliminating the .333 mill levy dedicated to the Library when a library district is funded.
- C. To improve community understanding on what services the library district would provide with the revenues generated from a library district mill levy, the LDAC recommends the city consider the following for community engagement:
 1. Initiate community engagement as early as possible to ensure there is enough time to reach as many people as possible. Provide factual, clear information about the cost impacts and benefits of funding a library district.
 2. Empower and allow library staff to answer questions about all aspects of the library district proposal. Coach library staff to answer questions without advocating or electioneering.
 3. Conduct community information sessions to help answer questions and engage in discussions with the community, with staff and LDAC members present. Sessions should provide balanced and impartial information about:
 - a. How the Library serves the community (beyond books).
 - b. Why a library district is being proposed.
 - c. What is in the library district proposal, the positive and negative impacts of forming and funding a library district.
 4. Reach out to unincorporated Boulder County community members and businesses.
 5. Collaborate with the county, and utilize the county’s existing communication mechanisms (e.g., newsletter and annual meetings with residents).

6. Reach out to the business community, as they pay a higher rate of property taxes (start with Boulder Chamber of Commerce).
7. Include the city's Community Connectors to serve as a link to those who are marginalized, excluded, or underrepresented within the proposed library district boundaries.

Appendix A: LDAC Members

First Name	Last Name	City/Area	Affiliations (if any)
Chip	.	Boulder	Downtown Boulder Partnership
Annette	Dula	Unincorporated Boulder County	
Michelle Denaë	Garcia-Morrissey	Niwot	
Kevin	Miller	Boulder	
Peter	Pollock	Boulder	
Deborah	Read Fowler	Niwot, Unincorporated Boulder County	Niwot Business Association
Joanna	Rosenblum	Boulder	Past Library Foundation Board member
Cara	Schenkel	Unincorporated Boulder County	
Alicia	Seidle	Boulder	Library Foundation, Library Commission (former)
Miho	Shida	Gunbarrel, Unincorporated Boulder County	Library Champions
Jane	Sykes Wilson	Boulder	Library Champions, Library Commission, Library Foundation (former)
Katharine (Joni)	Teter	Boulder	Library Champions, Library Commission (former)

APPENDIX B: LDAC Charter

Boulder Library District Advisory Committee Charter

Adopted: October 13, 2021

This is a charter for the Library District Advisory Panel requested by City Council during the May 19, 2021 council meeting.

Committee Purpose: The primary purpose of the Library District Advisory Committee will be to make recommendations to the City Manager and City Council about an Intergovernmental Agreement (IGA) required by statute C.R.S. § 24-90-107(2)(e) to be established between the City of Boulder, Boulder County and the Boulder Library District and to advise on the format of community education and engagement on the formation of a library district. (LDAC's recommendation will be independent of any recommendations made by the city staff.)

The Committee will:

Purpose

1. Develop consensus agreements on recommendations to the City Manager and City Council on:
 - a. District boundaries
 - b. Services the District should provide
 - c. Mill levy override amount to put on the Nov. 2022 ballot, and the tax implications
 - d. IGA elements
 - i. Asset transfer
 - ii. Administrative and maintenance services to contract from the City of Boulder
 - iii. Staff transfer
 - iv. Deadline for passing funding (draft says LD dissolves if funding isn't passed by 2024 [NOTE: Not discussed by the LDAC])
 - e. Ballot measure community engagement plan (methods)

LDAC is not a decision-making body and will not direct city staff.

2. Serve as the touchpoint for the community to: ensure that anticipated impacts of a library district on community members who reside within the district's proposed boundaries are considered and evaluated prior to a recommendation to the City Manager and City Council; ascertain the community's support for formation of a library district; and understand the community's desires concerning the specific content and decision points in the IGA.

Decision Making and Process

3. Work toward consensus recommendations. Consensus means everyone (minus one) can live with the agreement, not everyone loves it, but they can live with it. If consensus is not possible, decisions will be made by a formal vote, a majority confirms the recommendation. If necessary, a minority report may be generated for certain items.
4. Operate as a whole group but may establish subgroups when necessary.
5. Meet no more than 3 hours for any single meeting, unless agreed to; and meetings will start at 5pm or 6pm (to be decided by LDAC at their first meeting).

6. Attend 75% of all meetings to ensure they are a part of the evolution of thinking over the whole process.
7. Review and approve meeting summaries are accurate via email, providing edits, comments or asking questions before the deadline for review.
8. Engage in thoughtful discussion by:
 - Being open to other points of views, different outcomes, and all members’ perspectives
 - Listening – being curious to understand, rather than preparing a response
 - Being respectful
 - Not interrupting, but also not talking so long someone has to interrupt
 - Disagreeing without being disagreeable
 - No personal attacks
 - Speaking briefly and to the point, leaving time for all to participate
 - Committing to being prepared for each session, being on time, honoring the agenda, and getting up to speed if you miss a meeting
 - Acting in good faith
 - Working to build consensus agreements, not just win the argument

Public Input

1. Take public comments during a 15-minutes sessions in the LDAC meetings and via a web comment form.

Communication with other Organizations, Individual and Media

2. Agreeing to speak only for themselves when communicating outside the Committee, especially with media, and avoid characterizing the personal position or comments of other members.
3. Not communicating with others as a representative of the Committee. If the committee wants to communicate as a group, they will build consensus agreement on the message and method.
4. Refrain from undermining the work of the Committee.

The Facilitator will:

1. Remain impartial – not favor any particular outcome or member.
2. Prepare and seek to send agendas and supporting materials a week in advance of meetings (not always possible), for members to be prepared.
3. Prepare draft meeting summaries for Committee review and approval within two weeks of the meeting. The summaries will be summaries of key interests, concerns, and suggestions, as well as agreements and actions. Summaries are not transcripts, and will not include attribution – Committee considers all perspectives in discussion regardless of who said it.

The Library and City Staff will:

1. Provide all materials and data desired by the LDAC (without overloading staff) and any support services needed (e.g., meeting location or online service)
2. Be succinct in presentations leaving time for LDAC discussions and agreement building.
3. Ask “why” more often than defend a position during LDAC discussions.

APPENDIX C: LDAC Meeting December 8, 2021, Presentation Slides on Tax Impacts

Library District Advisory Committee Meeting

December 8, 2021

Tax Impact Example Slides

- Renter
- Affordable Housing
- Small Business
- Gunbarrel Property Tax Bill
- City of Boulder Property Tax Bill

Tax Impact: Renter Example

2 Bedroom apartment in 4-unit apartment building

- **Average monthly rent:** \$1,500 + utilities = \$1,750 per month.
- **Taxable value of entire building:** \$1.8M = \$468 annually in library district property tax.

Tax increase divided between 4-units equates to:

- \$117 annually for each tenant
- \$9.75 per month increase in rent
- 0.0055% increase or half of 1% increase

Tax Impact: Affordable Housing

- Boulder Housing Partner sites are not assessed property tax.
- Fixed affordable units are taxed at fixed value.
 - **House A.** market rate valued at \$1M.
 - **House B.** fixed affordable valued at \$280,000. Property tax assessed on fixed value.

Tax Impact: Small Business Example

A Baseline Road Mall-Type Address

- 1,315 sq. ft. retail space in 99,000 sq. ft. commercial building
- Valued at \$38.6 M
- Total library district property tax = \$41,417 annually

Tenant Costs for a Small Business Owner

- Rent \$32 plus \$21 NNN (triple net lease)* / sq. ft.
- Annual rent = \$42,080
- Annual NNN cost = \$27,785
- Total annual cost = \$69,865 (rent, tax, maintenance, utilities)

Library district property tax increase = 1.3 % of building value & equates to:

- \$538 annually
- \$44.80 per month,
- 007 % increase or ¼ of 1%

* A triple net lease (triple-net or NNN) is a lease agreement on a property whereby the tenant or lessee promises to pay all the expenses of the property including real estate taxes, building insurance, & maintenance.

Tax Impact: Small Businesses

- 50% of all small businesses are home based.
- Roughly 10% of small businesses own their own building.
- 40% lease. Lease payments are 100% deductible creating a tax advantage.
- The State of Colorado charges a business tax on all consumable goods, but a home-based business is primarily taxed at a residential property tax rate.
- Buying buildings limits the flexibility of a business to shrink or grow with the vicissitudes of the economy.
- If you are sure your business is going to be in the same spot for roughly 7 years, it probably makes sense for you to buy property if you have the financial wherewithal to do so. Examples: McGuckins, Brasserie TenTen

APPENDIX D: Relevant Boulder Valley Comprehensive Plan Policies

[Policies below are indexed by page number in the BVCP and policy number]

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1.01 Regional & Statewide Cooperation

Intergovernmental Cooperation

Therefore, the city and county will actively pursue cooperative planning opportunities, intergovernmental agreements, broader information exchange and communication, collaborative initiatives and closer cooperation with each other and with other entities in the region and state. This may include other cities, counties, unincorporated communities, the region and state. This may include other cities, counties, unincorporated communities, the University of Colorado, the school districts, regional organizations and other policymaking bodies. These entities will be encouraged to identify and address issues of shared concern for which a multi-jurisdictional perspective can best achieve mutually beneficial solutions.

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2.20 Role of the Central Area

Boulder's Central Area will continue as the regional service center of the Boulder Valley for office, retail, financial, governmental, civic, cultural and university activities. As such, it will remain the primary activity center and focal point of the Boulder Valley. The Central Area includes distinct, interrelated centers such as the Downtown Business District, Civic Area, University Hill and Boulder Valley Regional Center. It also includes the University of Colorado Main Campus and Canyon Boulevard Cultural Corridor. A variety of land uses surround the centers and complete streets and multimodal transportation alternatives provide direct connections between them.

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5.02 Regional Job Center

The city supports strategies that recognize Boulder's continued role as a regional job center, consistent with economic sustainability goals and projected employment growth. The city and county recognize the importance of regional planning and partnerships for housing and transportation and will continue to address impacts on housing affordability and transportation related to their role as a regional job center.

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5.05 Support for Local Business & Business Retention

The city and county value the diverse mix of existing businesses, including primary and secondary employers of different sizes, in the local economy. Nurturing, supporting and maintaining a positive climate for the retention of existing businesses and jobs is a priority. The city recognizes the vital role of small, local and independent businesses and non-profits that serve the community and will balance needs of redevelopment in certain areas with strategies that minimize displacement of existing businesses and create opportunities for startups and growing businesses. The city will continue to proactively analyze trends in market forces to shape its activities, plans and policies regarding local business and business retention. The city and county will consider the projected needs of businesses and their respective employees, such as commercial and office space, when planning for transportation infrastructure, programs and housing.

5.06 Affordable Business Space & Diverse Employment Base

The city and county will further explore and identify methods to better support businesses and non-profits that provide direct services to residents and local businesses by addressing rising costs of doing

business in the city, including the cost of commercial space. The city will consider strategies, regulations, policies or new programs to maintain a range of options to support a diverse workforce and employment base and take into account innovations and the changing nature of the workplace .

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5.08 Funding City Services & Urban Infrastructure

The city will encourage a strong sustainable economy to generate revenue to fund quality city services and recognizes that urban infrastructure, facilities, services and amenities are important to the quality of life of residents, employees and visitors to the community. A strong and complete local and regional multimodal transportation system and transportation demand management programs are essential to a thriving economy, as they offer options for commuters, help attract and retain key businesses, employers and visitors and provide regional access to global markets. The city will continue to plan for and invest in urban amenities and infrastructure (e.g., bike paths, parks, shared and managed parking, public spaces, quality gathering places, cultural destinations and public art) as well as community services (e.g., open space and mountain parks, high speed internet, fire-rescue, public safety and senior services).

5.10 Role of Arts, Cultural, Historic & Parks & Recreation Amenities

The city and county recognize arts and culture, historic, and parks and recreation amenities as important contributors to the city's economic vitality and quality of life. The city and county will work to support and, as appropriate, enhance the resiliency, sustainability and innovation of arts, cultural, historic, and parks and recreation amenities so they continue to contribute to the economic vitality of the community, provide unique offerings and foster meaningful connections to Boulder among its residents, workforce and visitors.

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5.17 Partnerships to Support Economic Vitality Goals

The efforts of the city, county and the private sector to enhance the economic prosperity of the community are directly and indirectly supported by many organizations and entities. The city and county work in partnership with a number of organizations, including but not limited to the Boulder Chamber, Boulder Convention and Visitors Bureau, Boulder Economic Council, the Boulder Independent Business Alliance, Boulder Small Business Development Center, Boulder Valley School District, CO-LABS, Downtown Boulder Partnership, Innosphere, Latino Chamber of Boulder County, the University of Colorado and other diverse and emerging groups to support economic vitality goals. The city and county acknowledge that although each of these organizations and entities has an independent focus, their work contributes to the overall quality of life enjoyed within the community.

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5.18 Support for the University of Colorado & Federal Labs

The city and county understand the important role that federally funded labs and the University of Colorado play in the economy and will continue to work with state and federal elected officials to foster their important economic contribution. The city will take an active role in efforts to preserve the state and federal funding for these entities to ensure they remain in Boulder and will pursue mutually beneficial partnerships. The city recognizes the importance of having strong and thriving institutions for higher education and programs for continuing education and workforce training. The city supports the seminal role of the University of Colorado, a world-class research university, and the federal labs in business support technology transfer and tech startups. The city will work with the University of

Colorado to further the community’s goals for sustainable urban form as university-owned land is developed or redeveloped.

5.19 Diverse Workforce, Education & Training

The city and county will encourage and support the Boulder Valley School District and post- secondary educational institutions to offer quality continuing education and technical training. The city will work with employers, educators and partners to support programs designed to help develop and attract workers in multiple fields with specialized skills and experience and foster a well- educated, highly skilled and creative workforce.

5.20 Support for Living Wage

In support of economic vitality and opportunities for all residents, the city and county will encourage all employers in the city and county to provide access to living wage, health care and transit passes to all workers.

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6.02 Equitable Transportation

The city and county will equitably distribute transportation investments and benefits in service of all community members, particularly vulnerable populations, ensuring that all people benefit from expanded mobility options. Providing more transportation options – like walking, biking, transit and shared options – in areas where people are more reliant on various modes will have a greater benefit to overall mobility. New transportation technologies and advanced mobility options provide Boulder with an opportunity to expand affordable transportation choices to those who need them the most, including those who cannot use existing fixed route transit such as service and shift workers.

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6.08 Accessibility and Mobility for All

The city and county will continue development of a complete all-mode transportation system accommodating all users, including people with mobility impairments, youth, older adults, non-English speakers and low-income persons. This will include increased support for mobility services for older adults and people with disabilities, reflecting the expected increases in these populations. Efforts should focus on giving people options to live well without a car and may include prioritizing affordable public transportation and transit passes, new technologies such as electric bikes, mobility services and prioritizing connections between multimodal transportation and affordable housing to facilitate affordable living.

6.09 Transportation Safety

The city and county recognize safety for people of all ages using any mode within the transportation system (i.e., walking, bicycling, transit riding and driving) as a fundamental goal. The city's and county's Vision Zero policies aim to eliminate traffic deaths and severe injuries involving people using all modes of travel, focusing on crash trends and mitigation strategies identified in the Safe Streets Boulder Report and on-going local, regional and statewide safety assessments. Improving travel safety is based on a holistic combination of the four E's: Engineering, Education, Enforcement, Evaluation and relies upon our whole community to keep people safe. To achieve Vision Zero, the four E's approach helps ensure we are addressing travel safety from all angles. This means dangerous travel behaviors, such as distracted and impaired travel, can be countered through enforcement efforts and safety education outreach, while engineering treatments and innovative street design can help prevent intersection conflicts for example. Applying all four E's is the most comprehensive way to help prevent crashes.

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8.03 Equitable Distribution of Resources

The city and county will work to ensure that human services are accessible, available and affordable to those most in need. The city and county will consider the impacts of policies and planning efforts on low- and moderate- income and special needs populations regardless of immigration status and ensure impacts and costs of sustainable decision-making do not unfairly burden any one geographic or socioeconomic group in the city. The city and county will consider ways to reduce the transportation burden for low-income, older adult and disabled populations regardless of immigration status and enable equal access to community infrastructure. The city recognizes that equitable access to employment opportunities is an important element to economic mobility.

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8.04 Addressing Community Deficiencies

The city and county will use community feedback in conjunction with robust data resources to identify barriers to development and provision of important basic human services and will work closely with community partners and non-profits to find solutions to critical deficiencies.

8.05 Diversity

The community values diversity as a source of strength and opportunity. The city and county will support inclusion of racial, ethnic, socioeconomic, and cultural diversity into physical, social, cultural and economic environments. Furthermore, the city and county will promote opportunities for community engagement and formal and informal representation of diverse community members in civic affairs. The city and county value, embrace and promote diversity in all of their hiring and employment practices.

8.06 Mutual Respect

The city and county value all residents and visitors and promote mutual respect. The city and county strive to ensure community members are safe from discrimination and physical violence.

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8.13 Support for Community Facilities

The city and county recognize the importance of educational, health, cultural and non-profit community agencies that provide vital services to the residents of the Boulder Valley and will work collaboratively with these agencies to reasonably accommodate their facility needs and consider location based on transportation accessibility or other needs.

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8.18 Libraries

Library facilities and services of the Boulder Valley will be responsive to the needs of all populations, providing an adequate range of informational, educational and intellectual opportunities for all residents.

8.19 Information Resource/Community Center

The city will facilitate access to information through a variety of formats providing materials, technology and services to enhance the personal development of the community's residents. In its role as the community's public and civic information center, the library will provide venues for community group meetings and resources and services to meet the needs of the community's multicultural and special

populations. Other community gathering spaces and information sources include the city and county websites, municipal buildings and recreation and senior centers.

8.20 Education Resources

The city will seek to provide educational, cultural and literacy resources and opportunities for the community. The city will develop and maintain resources to assist learners and students of all ages, including support for formal education programs, and provide public workspaces and independent learning resources. The city will develop collaborative relationships with community educational institutions and function as a research center for residents.

8.21 Arts & Cultural Facilities

The city and county recognize the ability of cultural facilities and activity to positively contribute to community members' well-being, sense of community and cultural understanding. The city and county will encourage the provision of venues and facilities for a wide range of arts and cultural expression that are available and affordable to everyone. The city supports neighborhood-serving arts and cultural amenities, including public sculptures, murals, plazas, studio space and community gathering spaces.

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10.02 Community Engagement

The city and county recognize that environmental, economic and social sustainability of the Boulder Valley are built upon full involvement of the community. The city and county support better decision-making and outcomes that are achieved by facilitating open and respectful dialogue and will actively and continually pursue innovative public participation and neighborhood involvement. Efforts will be made to:

1. Use effective technologies and techniques for public outreach and input;
2. Remove barriers to participation;
3. Involve community members potentially affected by or interested in a decision as well as those not usually engaged in civic life; and
4. Represent the views or interests of those less able to actively participate in the public engagement process, especially vulnerable and traditionally under-represented populations.

Therefore, the city and county support the right of all community members to contribute to governmental decisions through continual efforts to maintain and improve public communication and the open, transparent conduct of business. Emphasis will be placed on notification and engagement of the public in decisions involving large development proposals or major land use decisions that may have significant impacts and/ or benefits to the community.

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10.03 Communication Capacity for Resilience

The city and county recognize that engaged communities and residents are better prepared to support themselves in the event of a disruption and encourage community engagement in conjunction with risk education and preparedness. The city and county will continue to support ongoing, robust communication and outreach to communities and vulnerable residents to educate and prepare for disruption.

10.04 Informed Community

The city and county commit to gathering and sharing information to support and encourage open, participatory government and an informed community. To encourage vibrant public discourse, the city and county strive to provide participants with the information they need to participate in a meaningful way. The city and county strive to ensure high-quality language services in order to communicate effectively with limited English-proficient residents.

10.05 Support for Volunteerism

The city recognizes the value of community volunteers to help achieve the organization and community goals. The city supports volunteer programs that engage residents to improve their community and participate in addressing local issues. City volunteer programs connect residents with city staff to enhance programs and policies while improving community relations. These programs are intended to be mutually beneficial, offering skills and experience for volunteers and assisting staff with reaching community goals.

10.06 Youth Engagement

The city and county support youth engagement and partner with organizations in the community to offer opportunities to youth for civic engagement and education. This activity is intended to foster innovative thinking and leadership.